HAND BOOK FOR COMMISSIONERS & EXECUTIVES

LORD BADEN POWELL
FOUNDER OF THE MOVEMENT

The Bharat Scouts & Guides, Karnataka
Kondajji Basappa Road, Prof. P. Sivashankar Circle
Fort, Bangalore-560 002

Last Message of Baden Powell

Dear Scouts

If you have ever seen the play Peter Pan you will remember how the pirate chief was always making his dying speech because he was afraid that possibly when the time came for him to die he might not have time to get it off his chest. It is much the same with me, and so, although I am not at this moment dying, I shall be doing so one of these days and I want to send you a parting word of goodbye.

Remember, it is the last you will ever hear from me, so think it over.

I have had a most happy life and I want each one of you to have as happy a life too.

I believe that God put us in this jolly world to be happy and enjoy life. Happiness doesn't come from being rich, nor merely from being successful in your career, nor by self-indulgence. One step towards happiness is to make yourself healthy and strong while you are a boy, so that you can be useful and so can enjoy life when you are a man.

Nature study will show you how full of beautiful and wonderful things God has made the world for you to enjoy. Be contented with what you have got and make the best of it. Look on the bright side of things instead of the gloomy one.

But the real way to get happiness is by giving out happiness to other people. Try and leave this world a little better than you found it and when your turn comes to die, you can die happy in feeling that at any rate you have not wasted your time but have done your best. 'Be Prepared' in this way, to live happy and to die happy – stick to your Scout promise always – even after you have ceased to be a boy – and God help you to do it.

Your Friend

Baden-Powell

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HAND BOOK FOR COMMISSIONERS & EXECUTIVES

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Preface

This book is mainly intended for the Commissioners and Scout/Guide Executives at the District level, who have not attended any training course for Commissioners/ Executives. About fifty percent of the contents (Fundamentals, Principles, Methods, History, Youth Programme, WARP etc.) included are compiled mainly from the various publications of the WOSM and the NHQ and the N.T.C. of the Bharat Scouts & Guides.

It is said that the District Commissioner is a father-like person of the District Association--so much importance is attached to the District Commissioner. However the world over, there is a saying that the Commissioner is the weakest link in Scouting. Ofcourse, it is not a purposeful fault. Usually, an important personality of the District, who is a respectable person having a good standing, is appointed as the District Commissioner. Because of his other engagements he may find it difficult to find sufficient time for performing the duties of a District Commissioner. Almost all Commissioners are limiting their duties in attending the statutory meetings and functions and signing of papers and records.

It is seen that even ten percent of the Commissioners are not trained during their entire term, even though they are expected to undergo a Commissioners' course within a period of one year of taking charge. This hand book will be useful to a great extent to perform their duties effectively. But this book cannot be equated to a Commissioners' Course. However, an untrained Commissioner or Scout/Guide Executive who will attend a course after reading this book, will find the course more effective and he can clear his doubts in the Basic Course itself.

In order to perform his duties, a Commissioner must know his duties as well as the duties of his team mates viz., the District Secretary, the District Organising Commissioner, the District Training Commissioner etc. Detailed job profiles of the District Level Executives have been given which can be used as a guide and for the purpose of evaluation. All the Executives are 'Managers' of their own area viz., "Key Result Area" (KRA). How a manager should perform ?Managerial principles in brief have been given in one chapter. Each Executive should motivate their ranks and files for better results; for this purpose one chapter on Motivation is included. A new chapter (22) on "Management of a District Association" is added which will enthuse the Commissioner to manage or control or guide the activities of the District.

An International Organisation was formed as a result of publication of the book viz., "Scouting for Boys" in 1908 and even after a century, the Organisation is growing and creating good citizens in more than 216 countries. Is it not a matter of pride to be a Commissioner or an Executive of such an International Organisation?

I sincerely thank my Group Leader (Scouts) Sri. S. Mahadeva Sarma, Sri. Y.P. Ramachandra Iyer, ALT(S) Sri. J. Edward, LT(S) and STC(S), Sri. Balachandran Parachottil LT(S), Sri. C.B. Sivasankar ALT (S)for reading the manuscript of the book and making suggestions for improvements. I also thank Sri. Anil T.S., Scoutmaster for designing the cover page of this book.

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I am very much indebted to Sri. G. Ranga Rao, Former Director, a stalwart of Indian Scouting for a long period (only recipient of "Bronze Wolf " Award of the W.O.S.M., as a Professional) and Sri. T.S. Lucas, Former Executive Director and Miss. Kala S Phadnis, Former Joint Director (Support Service), who were my seniors while I was working at the National Headquarters of the Bharat Scouts and Guides, for perusing the "Contents" and two important chapters of this book and giving their suggestions for improvement.

This book is dedicated to Scout/Guide Executives and other Leaders of Adults of the Bharat Scouts and Guides.

- K.B. Chandrasekharan Nair

About The Author

K.B. Chandrasekharan Nair, is by creed a devout Scout. He started as a Scout in the Scout Troop of the Fort High School, Trivandrum. He was the first "Bharat Scout" (now known as "Rastrapathi Scout) in Travancore -Cochi State (Kerala) and earned Twenty-one Proficiency badges. When he came of age started his own troop which bloomed to be the best in the locality. From the troop through the district to the state and finally to the National Level, it was a victorious march. At the State level, he served as Leader Trainer, Assistant State Commissioner (Cubs), A.S.C(Air Scouts). State Organising Commissioner (Scouts), State Secretary and at the top level as State Commissioner(Scouts). At the National level, he was the Deputy Director of Scouts (Leader Training), Executive Director and then rose to the pinnacle- Director at the National Headquarters, New Delhi. At every step of this journey, he did put up his best efforts and earned the appreciation of one and all. He is the only Scouter in India who is qualified as a Trainer in all the three Sections namely Cub,Scout & Rover and also in Sea Scouting and Air Scouting.

As part of his work he has travelled wide in India except Manipur & Sikkim and abroad 12 foreign countries includuing England and Japan and everywhere he went, he has made an impact. Also as part of his work he attended several training programmes,conferences and seminars; thus gaining vast experience and deep knowledge. These came handy when, at several camps, he trained scores of leaders, shaping them into grandmasters.

He has undergone Civil Defence Instructors' Course and he has worked as Company Commander and Trainer of Home Guards . He has written more than a dozen books on Scouting in Malayalam, some of them have been translated to English and Hindi. The book 'Leadership and Personality Development' has been translated into four languages and the translation is in progress in another four languages. He has conducted Management Courses for Scout Executives at State, National and International Levels and also conducted Commissioners' Courses. By virtue of all this, he has earned the rightful place to compile this book and present it before you for knowing and understanding more about the role of a Commissioner & Executive.

We wish that each District Association in the state and country will be able to purchase maximum number of copies of this book for their Commissioners & District Level Executives for improving their knowledge about the movement and to appreciate their role as Leaders of the Movement.

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State Chief Commissioner's Views

Sri K.B.C.Nair, Former Director of Bharat Scouts and Guides, National Headquarters has served the National Headquarters for more than two decades at National Training Centre, Pachmarhi as Deputy Director (Scouts) Leader Training and as Executive Director and later as Director of Bharat Scouts and Guides.. As Leader Trainer of all the three sections, he has gained good knowledge of these Sections and he has published number of Literature about the Movement in Malayalam and later they are translated to English and Hindi and he has left a mark as a Trainer and Leader.

We have already published a Book called "Leadership and Personality Development" compiled by him during the year 2008, which is useful to Adult Leaders and Trainers of the Movement.

Three years ago, when Mr.K.B.C. Nair visited Bangalore for a programme he did mention to me about the Book published by him in Malayalam, called "Hand book for Commissioners and Executives" is being translated to English and requested us to publish this book and hence we decided to publish this Book "Hand Book for Commissioners & Executives" which I am

confident will be very useful to all the Commissioners and Executives as a reference book who should Guide the Volunteers and Professionals of the Movement at different levels about their role & responsibilities. The subjects, content and presentation of topics is simple and enlightens about the Individuals Role and Responsibility as Commissioners and Executives at different level.

I will be happy if all our Commissioners and Executives who are part of the Movement in the State make use of this Hand Book for updating their knowledge and for the benefit of large number of Boys and Girls and Leaders to be motivated by them to become Good and Responsible Citizens.

I thank Mr.KBC Nair for the efforts made by him in compling this book for being used as a reference book.

(KONDAJJI. B. SHANMUKHAPPA)
STATE CHIEF COMMISSIONER

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Foreword

The books always have their own place in one's life and learning is an experience which every one has to undergo if one has to enrich himself or herself. Needless to say many a time, each book may have a common object but will definitely have a different essence depending on the authors experience and his flair for writing and sometimes the book itself will be a game played by authors mind and thoughts.

The author of this Hand Book Mr. K. B. C. Nair who retired as the Director of The Bharat Scouts & Guides ; has been a seasoned trainer in Scouting and an upright professional who has never hesitated to call – spade a spade, even if it meant kicking up a beautiful career. According to many seniors he has the reputation as a thinking trainer who uses his expertise in bringing out good Scouting/Guiding literature for the good of the movement. Surprisingly small number of Scouting Professionals actually publish or compile the much needed Scouting literature in our country. Being an experienced professional the author keeping in mind the otherwise busy schedule of Scout/Guide Commissioners has brought out this practical and handy - Hand Book. No one should think or harbour second thoughts that this hand book could easily substitute the

standard prescribed Commissioners Course; but never the less, will be immensely helpful to such of those who fight hard for time to undergo the Commissioners Course soon after their appointment and at times even years. The author to keep the interests of such busy appointees subsisting in the Scout/Guide movement has taken great pains and used his experience to reduce into writing and also compiling the much needed contents from the various publications of the WOSM, NHQ and the NTC of the Bharat Scouts & Guides. The authors exposure and tenure in NTC gives him the cutting edge and an authority to write/compile the Scouting literature which should be taken in all seriousness. Further his consultations with Two of the stalwarts has definitely enhanced the success of this hand book. In a nut shell this hand book also displays the authors expertise in prioritizing the subjects which will help the readers to play their role successfully.

After going through the Hand Book I feel personally connected to Mr.K.B.C.Nair – the author. Any publication enhances a person's credentials and I congratulate the author, publisher and also the reader who holds this hand book to read. Needless to say that the topics have matched the current trends prevailing at the global level and are very much useful and relevant to District level executives and commissioners.

M. A. Khalid
International Commissioner (S)/ BS&G &
Consultant APR Scout Committee / WOSM

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Hand book for Commissioners & Executives

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Note: This book is intended for Adults of both Scout & Guide wings. Wherever the words pertaining to Scout wing (Boy/Cub/Scout/Rover, Cubmaster/Scoutmaster /Rover Leader) appear they are equally applicable to Guide wing also in almost all places.

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No man goeth a more Godly purpose than he who is mindful of the good upbringing not only of his own, but of other men's children. - Socrates

1. Lord Baden Powell

The dawn of the Scout Movement in 1907 has been hailed the world over as one of the most important events in the Twentieth Century and it was founded by Lord Baden Powell.

Name	:	Sir Robert Stephenson Smith Baden Powell (Pet name Stephe)
Date of Birth	:	22-02-1857 (youngest of the four brothers)
Place of Birth	:	Stanhop Street, London
Father	:	Rev. Herbert George Baden Powell (Oxford Professor died in 1860)
Mother	:	Hentrita Grace Smith
School	:	Charter House
Hobbies	:	Sports, Camping, Hiking, Play Acting, Mime, Drawing etc.
Army examination	:	In 1876 (2nd in the cavalry group and 4th in infantry)
Joined British Army 1876:		Commissioned in the 13th Hussars in Lucknow

Postings and events

In 1884	:	Natal
1887	:	South Africa
1890	:	Military Secretary to Governor of Malta
1895	:	Ashanti Expedition against Prempeh
1896	:	Matabele expedition (best adventure of his life)
	:	Got the knick name "Impeesa" (the beast who does not sleep)
	:	Published the book "The Matabele Campaign"
	:	Promoted as Brevet-Colonel
1897	:	Command of 5th Dragoon Guards in India.
1899	:	Special work in South Africa (cape colony) relating to possible Boer war. Part of his force in Mafeking
	:	Organised South African Constabulary. Proved his skill as a Trainer.
1899	:	Published 'Aids to Scouting' (For Army Scouts)
	:	He was a war hero in the seige of Mafeking.
	:	For six months after the war he remained in command of S.A.C;
	:	He was then called home to be Inspector - General of Cavalry.
	:	Command of Northumbrian Division of Territorial Army.
1907	:	Idea of writing "Scouting for Boys" at the instigation of Sri William Smith founder of the Boys' Brigade.
	:	Conducted an experimental camp of Boys at Brown sea Island

: Camp was a success (July 31st to 8th August 1907)

1908 : Published "Scouting for Boys" in six fort-nightly parts 1st Scout Camp at Humsh eugh, August 22 to 4th September (B.P was the Leader).

1909 : Sea Scouts started

: Crystal Palace Rally of Scouts (Girls also participated) (census 1,09,000)

: Girl Guides founded

: B.P. received K.C.V.O., K.C.B

1910 : Hard decision to cut himself off from the Army (Lient: General) to take charge of the Boy Scouts Movement.

: King Edward VII influenced him to take the decision because of the value of the new Movement and the educational possibilities in the Scout way of training.

1911 : Training of Leaders of the Movement.

1912 : Royal Charter was granted to Boy Scouts Association.

1913 : B.P. married (30-10-1913)
Miss Olave St. Clair Soames

1916 : Published 'Wolf Cubs' Hand book'

: Wolf Cubs started

1918 : Rover Scouts started.

1919 : Established Training Centre at Gilwell with the help of W.F. de Bois Maclaren.

: 1st Scout Masters' course.

: Published 'Aids to Scoutmastership'.

1920 : First World Jamboree in Olympia.

: B.P. acclaimed the Chief Scout of the world.

: First International Conferance, London.

: International Committee and Bureau formed

1921 : B.P. visited India.

1922 : 'Rovering to Success' published

1923 : B.P. received G.C.V.O.

1925 : Handicapped Branch (Special Tests) started

1929 : B.P. created Baron Baden Powell of Gilwell

1931 : First World Rover Moot, Kandersteg

1935 : B.P. visited India

1937 : B.P. in India

: Order of merit conferred on B.P.

: B.P to Kenya for winter

1938 : The Boy Scout Fund

: First World Wolf Cub Leaders' Conference, Gilwell

1941 : January 8th Death of Lord Baden Powell at Kenya.

Cremated in Kenya as per his desire.

In addition to number of pamphlets and articles, B.P. has published 33 Books

In Twentieth Century. the greatest contribution to Education was not made by an Educationist but by a Soldier who found the Scout and Guide Movement.

- George Bernard Shaw

2. History of Scouting

A . Experience of B.P. which led to the discovery of the Scout Movement.

Lord Baden Powell's idea of Boy Scouts, came into force as a result of the following experience :-

1. Outdoor experience (hiking, camping etc.) as a boy.
2. Experience in India and Africa as a Military officer.
3. Mafeking siege in Africa where he organised "Boy Cadet Crops" for miscellaneous duties.
4. "Aids to Scouting" a book written by B.P. for military Scouts was seen used in England for training of boys.
5. Suggestions of Sir William Smith, founder of Boys'Brigade in England to write a book for boys.
6. Experimental camp at Brown Sea Island (29th July to 9th August, 1907) for selected 20 boys from different walks of life. In addition to 20 boys there were two more boys (one was B.P.'s nephew) working as orderlies. B.P. and the boys arrived at the Island on 29th July and left the place on 9th August. Schduled programme was for 8 days after the Camp Fire on 31st July (See website on the last cover page).
7. Publication of the book 'Scouting for Boys' in six fortnightly parts (starting in January 1908).

B. Four Original Ideas of B.P. behind the formation of Scout Movement :

In 1907 - 1908 the idea of Boys Scouts was almost revolutionary which is adjudged as the gratest contribution to the field of education in twentieth century. Even after a century it is growing. There are more than 38 (28+10) millions Scouts & Guides in 221 Countries and territories.

"First, he stressed the importance of **trusting the boy** and **giving him responsibility,** even at the risk of occasional failure and he never claimed that there would not be failure to respond to that trust.

Secondly, he pointed out the need for **setting before the boy a positive,** not negative, **standard of conduct** - this he embodied in the Scout Law and Promise. Thus he wanted to do something to set before boys a **high ideal of living.**

Thirdly, he **captured the boys' love of romance** by the nature of the activities- pioneering, camping, hiking, and the like offered him in Scouting.

Fourthly, he made **use of the gang, or "Secret Society"**, urge of the boy by **organising the Scouts in small patrols**, each with its own leader. Each of these characteristics may be found elsewhere in other Movements, but it was Baden Powell's achievement to weld all into one Scheme".

The above ideas were transformed into various outdoor activities through games and a well set badge scheme and training is being given to boys through four channels otherwise known as **four Pillars of Scouting** viz., **Character and Intelligence**, **Health and Strength**, **Handcraft and Skills**, **and Service** starting from the idea of daily good turn to service to humanity.

B.P. said "this brotherhood of Scouting is in many respects similar to a crusade. Scouts from all parts of the world are ambassadors of goodwill, making friends, breaking down barriers of colour, of creed and of a class. That surely is great crusade".

C. After the publication of 'Scouting for boys' in 1908.

Hundreds of scout patrols were formed in various parts of England. In that book it was noted that for further information contact "The Manager, Boy scouts, Gosechen buildings, Hentrita street, London." Children began to write letters to clear doubts and for further instructions. Thousands of letters flooded into the office and it was difficult to furnish reply to all letters. Hence it was decided to start a bi-weekly viz., 'The Scout' through which doubts were cleared and further instructions were given. In 1908 April 'The Scout' appeared in News stands. Within one year the circulation was raised to more than a lakh. It may also be noted that B.P. was forced to reprint 'Scouting for Boys' five times in the first year itself.

In the Crystal Palace Rally of Scouts held in september 1909 thousands of scouts participated. Among the scouts, girls were also seen wearing scout uniform. They themselves told that they were Girl Scouts. Realising the need to form an organisation and programme for girls, B.P. entrusted that responsibility to his sister Agnes Baden Powell. Later Lady B.P. was in charge of Girls Guide Organisation. In 1909 December 10th the British Boy Scout Association was formed. In 1911 the census reached one lakh seven thousand nine hundred and eighty six.

D. Spread of Scouting to other countries and formation of new Sections

In 1908 scouting was started in Canada, Australia and Newzealand. In 1909 Scouting was started for European and Anglo Indian Boys. Scouting gone to America in 1910 as a result of good turn done by a Scout to an American business man William D Boyce in England. The boy did not accept the tips given by the business man saying that "I am a Scout". In memory of that unknown Scout the American Scouts donated a buffalo statue to British Boy Scout Association which is kept in Gilwell Park, the camping centre in England. The writer of this book saw this statue when he visited Gilwell Park in London in 1997.

As the physical and mental development of younger children are quite different from that of teen -agers (Scouts), B.P. started a new section with in the Movement viz., Cubbing for the age group 6 to 10. He published a book "Wolf Cubs' Hand Book" in 1916. Similarly in 1918 he started another section 'Rovering' suitable to the age group 16-25. He published a book "Rovering to success" for Rovers in 1922.

The First World Jamboree was held in Olympia in 1920 where B.P. was acclaimed as the "Chief Scout" of the world.

E. Development in India

"In 1909, one Captain T.H. Baker, a retired officer of the old Indian Navy who had settled in Banglore started the Boys Scout Association. This was affiliated with Imperial Headquarters, London. Capt. T. Todd started a Troop at Kirkee, Pune and Major W.P. Pakenham Walsh claims to have started another Troop in Banglore. Conl. J.S. Wilson and Sir Alfred Pickford did a lot of work to establish scouting in Calcutta.

These Troops, however, were confined to European and Anglo Indian Scouts only.

In 1913, Mr. Vivian Bose, established Scouting for Indian boys in Central provinces on his own.

In 1915, Dr Mrs. Annie Besant and Dr. Arundale started Indian Boy Scouts Association in Madras. The 1st Scoutmasters' Training Course was held in May, 1918, conducted by Mr. Pearce.

In 1915, Scouting for Indian Boys was started in Bengal.

In 1916, 'Boy Scouts of India' Association for Madras was inagurated under the patronage of the Governor. In 1918, on the suggestion of Late Pt. Madan Mohan Malviya, Pt. Sri Ram Bajpai settled down at Allahabad to organise the Boy Scout Movement, Pt. Hirday Nath Kunzru was requested to help in its development. The Seva Samiti Scout Association was formed with its Headquarters at Allahabad on 1st December, 1919. This received the patronage of the Governer of Uttar Pradesh also.

In 1918 Scouting was started in Travancore (Kerala)

By 1919, network of Scout associations got created in various parts of the country.

B.P.'s Visit to India :

"His excellency the Viceroy invited B.P. to visit India, B.P. arrived in Bombay in January 1921. Rallies of Scouts were held wherever they went and the Founder was much satisfied with the standard of Scouting with Indian boys which he observed in these rallies. He attended joint rallies of Associations at Allahabad, Jabalpur, Lucknow, Ranchi,

Madras, etc. In the rally at Madras he expressed his high appreciation of the Scout Organisations he had found among Indians. At the invitation of Mrs. Besant, the diverse sections joined in amalgamation into one Movement for all India. At a Conference held in Madras on 9th February, 1921, the terms of final amalgamation were agreed upon.

On these terms the South Indian Boy Scout Assosiation agreed to amalgamate with the Boy Scout Assosiation and the Indian Boy Scouts Assosiation in other provinces were also included. The Seva Samity Scouts Assosiation, however, kept out of this merger.

Year 1937 was a historical year. The All India Boy Scouts Assosiation had invited the first All India Boy Scouts Jamboree, when an invitation was extended to Lord Baden Powell and Lady Baden Powell. They arrived in India to participate in this Jamboree. After this they travalled to different parts of the country. Another attempt was then made to bring about the complete merger of all the Scout & Guide Assosiations in the country, but unfortunately this failed. It was in 1947, when after the Indipendence of the country, at the initiation of the Minister of Education, another attempt was made which resulted in the merger of the Hindustan Scout Assosiation, on the 7th November 1950, forming the Bharat Scouts and Guides, the only National Scout/ Guide Assosiation. The Girl Guide Assosiation also merged on 15th August, 1951, thus completing the merger of all Assosiations in India".

credit : shri. R.S. Dhiman

3. What is Scouting

"Scouting is an excellent educational movement which gives training to the youth for becoming good citizens who work with a sense of devotion towards the achievement of full personality development (physical, mental, moral spiritial and social), for the good of the community and world brotherhood, above differences of caste, religion, sect, colour and language and considerations of party politics.

Its foundation is a programme through games liked by the boys, for the development of character and intelligence, health and physical strength, handicraft and skill and an attitude of service."

B.P. said "Scouting is a game for boys, under the leadership of boys, in which elder brothers can give their younger brothers healthy enviornment and encourage them to healthy activities such as will help them to develop" as good citizens.

B.P. further said- "The aim of Scout training is to improve the standard of our future citizenhood, especially in character and health; to replace self with service, physically, with the object of using that efficiency for service for their fellow men."

BODY, MIND AND SPIRIT. The aim of our training has been condensed into the alliterative phrase "we are out

to make Healthy Happy, Helpful citizens" that is, we try to develop the boys in body, mind and spirit.

"The first aim of Scouting is to develop a boy's personal character and intiative, and by this is meant that the boy is instilled with personal initiative, self-control, self-reliance, with a sense of honour,duty, service, responsibility, and is trained in the faculties of observation and deduction. These qualities form the basis on which a proper manhood can be built, a manhood which by reason of its foundation and training in handicrafts and good turns will merge into the useful citizen.

Scouting provides the wherewithal to produce the healthy citizen by the practice of healthy activities, such as Scouting games, camping, hiking, by the study of nature lore, physical fitness and cleanliness, and by its strong moral code.

Happiness is often largely the complement of physical and moral fitness, but Scouting again makes special provision for the exercise of this virtue by its adaptation of natural tendencies, such as the gang spirit, and by insisting on the fact that Scouters, the grownups who are privileged to be allowed to workwith the boys, are team leaders, thus establishing -- elder brother - hood -- as between man and boy. An appreciation of the wonders and beauties of nature leads also to the foundation of a normally cheerful and contented disposition.

Scouting aims at reaching its ideal of happy, healthy, helpful citizens through character training, handicrafts, health-training, brotherliness, and we must add, religion"

B.P. further said :-

"1. The aim of Scouting is quite a simple one.

2. The Scoutmaster gives to the boy the ambition and desire to learn for himself by suggesting to him activities which attract him, and which he pursues till he, by experience, does them aright. (Such activities are suggested in 'Scouting for Boys').

3. The Scoutmaster works through his Patrol Leaders."

The Four Branches of Scout Training

"To accomplish the aim of Training for active citizenship, we take up the following four branches which are essential in building up good citizens, and we inculcate them from within instead of from without :

Character :- Which we teach through: the Patrol System, the Scout Law, Scout lore, woodcraft, responsibility of the Patrol Leader, team games and the resouresfulness involved in camp work. This includes the realisation of God the Creater through His works; the appreciation of beauty in Nature; and through the love of plants or animals with which outdoor life has made one familiar.

Health and Strength:- Through games, exercises, and knowledge of personal hygiene and diet.

Handicraft and Skill :- Occasionally through indoor activities, but more specially through pioneering, bridge-bulding, camp expedients, self- expression through the arts which all tend to make efficient workmen.

Service to Others :- The carrying into daily life the practice of religion by "good turns," dealing with quite small good actions as well as with community service, accidents, life saving"

The details of these four branches are as follows;

ANALYSIS OF THE SCOUT SCHEME OF TRAINING FOR CITIZENSHIP

1. CHARACTER

QUILITIES AIMED FOR	TROUGH PRACTICE OF
Civic.	Patrol Work.
Fair Play.	Team Games.
Respect for the Rights of Others.	Court of Honour. (Patrol Leaders' Council)
Discipline.	Scout Law and Promise
Leadership.	Scout work and Activities.
Responsibility.	Apperciation of Nature
Moral.	Nature Lore. and study
Honour.	Astronomy.
Chivalry.	Kindness to Animals.
Self-Reliance.	Service to Others.
Courage.	(See Page 13)
Capacity for Enjoyment.	
Higher Tone of Thought.	
Religion.	
Reverence.	
Self Respect.	
Loyalty.	

2. HEALTH AND STRENGTH

QUILITIES AIMED FOR	TROUGH PRACTICE OF
Health,	Responsibility for personal Health. Hygiene. Temperance Continence Camping.
Strength	Physical Development Games, Swimming, Hiking, Climbing and Natural Activites

3. HANDICRAFT AND SKILL

QUILITIES AIMED FOR	TROUGH PRACTICE OF
Technical Skill.	Scoutcraft Camp Expedients
Inventiveness	Pioneering Rewards by Badges, in many forms of Handicraft
Intellectual	
Observation	Hobbies
Deduction	Woodcraft
Self-Expression	Tracking

4. SERVICE TO OTHERS

QUILITIES AIMED FOR	TROUGH PRACTICE OF
Unselfishness	Scout Law Promise
Civic Duty Patriotism	Good Turns First Aid Life Saving
Service for Country	Firemanship Accident Corps Hospital
Humanity Service for God	Assistance Other Community Service

Why Scouting ?

Professor Dean Russel of the Columbia University said, "I declare the Boy Scout Movement to be the most significant educational contribution of our times.

The **Naturalist** may praise it for its success in putting the boy close to nature's heart;

The **Moralist** may praise it for its splendid code of ethics;

The **Hygienist** for its method of physical training & camping;

The **Parent** for its ability to keep the boy out of mischief, but from the stand point of the **Educationist**, it has marvellous potency for converting the restless, irresponsible, self-centered boy into a straight forward, dependable, helpful young citizen."

"To the boy who will give himself to it, there is plenty of work that looks like play; Standard of excellence which he can appreciate; Rules of conduct which he must obey; Positions of responsibility which he may occupy as soon as he qualifies himself; In a word A programme that appeals to a boy's instincts, and A method adapted to a boy's nature."

Message to Parents

Why should child join and work in Scouting/ Guiding?

- It fills a child's spare time with healthy occupations.
- Character formation is made possible.
- Active citizenship training is made available.
- It gives opportunities of Service to God and other human beings. This is the basis of religion.
- It helps to develop a sense of honour and pride.
- It develops self-reliance.
- It makes the body and mind healthy through out-door activities.
- It finds out a child's natural gifts (potentials) and gives opportunities to develop them. This helps in the child's future career.
- Contact with the nature widens the children's mind.
- The children's outlook is widened as it is an educational and social movement.
- Our children are good. We are bound to give opportunities to them to grow as good people. Scouting paves the way for this.

Becoming a member of the World Brotherhood Movement of Scouting / Guiding itself is an honour.

Thus

Scouting is a GAME, fully a good educational GAME.

Scouting is a PLAN, according to which the application of the METHOD reaches its objective in successive stages which, according to the orginal ideas of the Founder.

Scouting is a METHOD, of its own for individual self-education through a progressive programme working in groups mostly in the open-air with indirect adult participation.

Scouting is a PROGRAMME, suitable to each age group by virtue of which the above mentioned METHOD and PLAN can be actualy carried out.

❀ ❀ ❀ ❀

Self respect:- Nature study, anatomy of plants, birds, shell fish and Boy's own anatomy-- wonderful work of the Creator; own body given to him as God's own handiwork and temple; which is capable of good work and brave deeds if guided by sense of duty and chivalry, that is by a high moral tone. Thus is engendered self-respect.

"In Unit Level Activities and Programmes" Scouting is not a School having a definite Curriculam and Standard of Examinations"

"There is no Collective Instruction but only Individual Education"

4. Fundamentals of Scouting

Introduction

"The word "fundamentals" is used in Scouting to refer to the basic elements upon which the unity of the Movement rests, i.e. its purpose, principles and method. Thus, while Scouting takes many different forms adapted to the needs of each society, the fundamentals are the common denominators that bind the Movement throughout the world. These fundamentals are stated in Chapter 1 of the Constitutionn of the World Orgnaization of the Scout Movement and characterize all member organizations of WOSM".

"The present wording of the fundamentals was adopted by the 26th World Scout Conference held in Montreal in 1977, after a considerable number of years of study at worldwide level. It represents the only authoritative statement agreed upon by more than one hundred member organizations of WOSM."

1. Our Fundamentals

a) Definition:

The Bharat Scouts & Guide is a voluntary, non-political, educational Movement for young people, open to all without distinction of origin, race or creed, in accordance

with the purpose, principles and method conceived by the founder Lord Baden Powell in 1907.

b) Purpose:

The Purpose of the Movement is to contribute to the development of young people in achieving their full physical, intellectual, social and spiritual potentials as individuals, as responsible citizens and as members of the local, national and international communities.

c) Principles:

The Scout/Guide Movement is based on the following principles:

Duty to God:

Adherence to spiritual principles, loyalty to the religion that expresses them and acceptance of the duties resulting there from.

Note : The word "Dharma" may be substituted for the word "God" if so desired. **[See Appendix 1 for clarification]**

Duty to Others:

Loyalty to one's country in harmony with the promotion of local, national and international peace, understanding, co-operation.

Participation in the development of society with recognition and respect for the dignity of one's fellowmen and for the integrity of the natural world.

Duty to Self

Responsibility for the development of oneself.

2. The Method:

The Scout / Guide Method is a system of progressive self-education through:

A Promise and Law
Learning by doing.

Membership of small groups under adult leadership involving progressive discovery and acceptance of responsibility and training towards self-government directed towards the development of character and the acquisition of competence, self reliance, dependablility and capacities both to co-operate and to lead.

Progressive and stimulating programmes of various activities based on the interests of the participants including games, useful skills and services to the community taking place largely in outdoor setting in contact with nature.

3. The Scout/Guide Promise and Law

(a) The Promise for the Scout and the Rover is

"On my honour, I promise that Iwill do my best
To do my duty to God * and my country
To help other people and
To obey the Scout Law"

(b) The Promise for the Guide and the Ranger is

"On my honour, I promise that I will do my best
To do my duty to God* and my country
To help other people and
To obey the Guide Law"

(c) The Promise for the Cub is

"I Promise to do my best
To do my duty to God and my country
To keep the Cub Law and
To do a good turn everyday.

d) The Promise for the Bulbul is

"I Promise to do my best
To do my duty to God and my country
To keep the Bulbul Law and
To do a good turn every day".

Note1*: The World "Dharma" may be substituted for the word "God", if so desired.

Note2: The Promise is to be made on the occasion of the Investiture and in the case of a Rover or Ranger who is already a Scout or Guide, the Promise is to be reaffirmed.

4. The Law for the Scout and Rover is

(i) A Scout is trustworthy.

(ii) A Scout is loyal.

(iii) A Scout is a friend to all and a brother to every other Scout.

(iv) A Scout is courteous.

(v) A Scout is a friend to animals and loves nature.

(vi) A Scout is disciplined and helps protect public property.

(vii) A Scout is courageous.

(viii) A Scout is thrifty.

(ix) A Scout is pure in thought, word and deed.

(b) The Law for the Guide and the Ranger is-

(i) A Guide is trustworthy

(ii) A Guide is loyal.

(iii) A Guide is a friend to all and a sister to every other Guide.

(iv) A Guide is courteous.

(v) A Guide is friend to animals and loves nature.

(vi) A Guide is disciplined and helps protect public property.

(vii) A Guide is courageous.

(viii) A Guide is thrifty.

(ix) A Guide is pure in thought, word and deed.

(c) The Law for the Cub is-

(i) The Cub gives in to the elders.

(ii) The Cub is clean and courteous.

(d) The Law for the **Bulbul** is-

(i) The Bulbul gives in to the elders.

(ii) The Bulbul is clean and courteous.

"A nation owes its sucess not so much to its strength in armaments, as to the amount of character in its citizens. For a man to be sucessful in life, character is more essential than erudition". Remember the saying , "When wealth is lost, nothing is lost, when health is lost something is lost, but when character is lost every thing is lost."

The foundation of the whole Scout/Guide training is the Scout Promise and Law. A scout has to intermingle

these indistinguishable things in normal life. This code of ethics is an excellent philosophical medium which shows the boys the way for intellectual, spiritual, moral and social development. The stress is on understanding and living the law in accordance with his age.

Training is given with individual attention to each scout, to try to do his best, on his honour, to do his duty to God and his country, to help others and to obey the scout law.

Through the Scout Law, scouts are given training to imbibe the following values and to practise them in their daily life. Honesty, loyalty, loving behaviour towards all, brotherliness to other scouts, courtesy, love of animals and nature, discipline,help to protect public property, courage, thrift, purity in thought, word and deed. The individual development through these values will reflect throughout their lives. Hence it is said "Once a Scout is always a Scout". The inner strength and excellence acquired through the Law will be effected in whatever career they are going to take up in their future life. This training imparts the strength to the children to become a good head of the family with social commitment and affinity.

Scouters and Commissioners should be a model in practicing the promise and law.

4. Character:

The Association is a Society registered under the Societies Registration Act and is a non-official organisation and is non-political, non-sectarian and non-communal in character,

6. Membership:

(1) The Membership of the Association is open to citizens of India, who subscribe to the Purpose and Objects, provided that any citizen of any other nationality residing for the time being in India may be admitted as a member on the recommendation of the State Chief Commissioner and with the approval of the National Commissioner.

Provided further that such person subscribes to the Scout or Guide Promise as hereunder.

On my Honour I promise that I will do my best
To do my duty to God* and India
To help other people and
To obey the Scout / Guide Law"

Note *The word Dharma may be substituted for the word "God", if so desired,

5. The Mission of Scouting

The Mission of Scouting as defined by the World Organisation of Scout Movement (WOSM) is given below.

A Mission statement for Scouting

For the first time ever, a statement on the mission of Scouting (as stated below) was adopted at the 35th World Scout Conference in Durban, July, 1999.

The adoption of the mission statment is the latest milestone in the work undertaken by WOSM on the development of a Strategy for Scouting. The statement, based on WOSM's constitution, is intended to reaffirm Scouting's role in today's world.

The Mission of Scouting

The mission of Scouting is to contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society.

This is achieved by

Involving them throughout their formative years in a nonformal educational process.

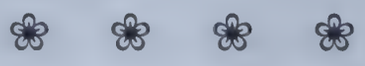
Using a specific method that makes each individual the principal agent in his or her development as a self-reliant, supportive, responsible and committed person.

Assisting them to establish a value system based upon spiritual, social and personal principles as expressed in the Promise and Law.

Vision Statement

By 2013 the Bharat Scouts and Guides, the largest youth Movement, will be self - reliant, value based, quality oriented, well managed and offering innovative, challenging programme based on the needs of the young people.

Strategic priorities:- Youth programme, Growth, Finance, Adult resources, Management, Communication and Public Relations.



We want education by which character is formed, strength of mind is increased, the intellect is expanded and by which one can stand on one's own feet.

Swami Vivekanandan

6. Educational Philosophy of Scouting

"Scouting is defined as an Educational Movement. This is undoubtedly its essential characteristic and is therefore developed below at some length.

In the broadest sense of the term, education can be defined as the process aiming at the total development of a person's capacities. Scouting must therefore be clearly **distinguished from a purely recreational movement,** an image which it tends to project in some parts of the world. Despite the importance of the recreational activities in Scouting, these are conceived as means to an end, and not as an end in themselves.

Education must also be **distinguished from the process of acquiring particular knowledge or skills.** As defined above, education involves the development of the abilities of the mind **"learning to know"** and the development of attitudes **"learning to be"**, while the process of acquiring particular knowledge or skills is known as **"learning to do"**. While both aspects are basic to the Movement, the acquisition of particular knowledge or skills is a means to an end: that end being education".

In the Founder's own words:- *"Here, then, lies ths most important aim in the Boy Scout training - to* ***educate; not to***

***instruct**, mind you, but to **educate,** that is to draw out the boy to learn for himself, of his own desire, the things that tend to build up character in him".*

"The word education is normally associated with the school system, which is, however, only one form of education. According to UNESCO, three types of education can be distinguished.

Formal education is the hierarchically structured, chronologically graded, educational system running from primary school through to university.

Informal education is the lifelong process whereby every individual acquires attitudes, values, skills and knowledge from daily experience and the educative influences and resources in his or her environment.

Non-formal education is organized educational activity outside the established formal system that is intended to serve an identifiable learning clientele and identifiable learning objectives.

Scouting belongs to the last type of education since, while it takes place outside the formal educational system, it is an organized institution having an educational aim and addressed at a pre-determination public." **credit: WOSM**

B.P. said -- "They could be saved if only the right surroundings or environment were given to them at the receptive time of their lives.

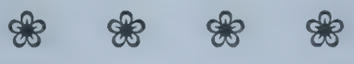
"Why worry about individual training ?" they ask. Because it is the only way by which you can educate. You can instruct any number of boys, a thousand at a time if you have a loud voice and attractive methods of disciplinary means. But that is not training--it is not education.

Education is the thing that counts in building character and in making men.

The incentive to perfect himself, when properly instilled into the individual, brings about his active effort on the line most suitable to his temperament and powers.

It is not the slightest use to preach the Scout Law or to give it out as orders to a crowd of boys: each mind requires its special exposition of them and the ambition to carry them out. That is where the personality and ability of the Scoutmaster come in.

So, consider a few of the qualities, moral and mental, that go to make character, and then see how the Scoutmaster can get the boy to devlop these for himself through Scouting."



A Scout Master simply is to be a boy-man. He must have the boy spirit in him and must be able to place himself on a right plane with his boys as a first step.

The Great Educational Principles of Scouting are:

A. Individual's responsiblity as a fundamental to good citizenship. The Secret of sound eduation is to get each pupil to learn for himself instead of instructing him by driving knowledge into him in a stereo-typed system.

B. If the boy is to be encouraged, he must see an objective before him and find the progress towards a trail, offering fun, interest, and adventure. Boys must learn to develop themselves, see reasons for such development and full pleasure and satisfaction in the process of learning.

- Lord Baden Powell

7. Different Sections of the Movement and Method of Scouting

B.P. formulated a programme of Scouting for boys of adolescent stage 10 to 17. But as the Scout Movement was taking shape it was seen that younger children below ten were also participating in the scout programmes. As the psychology and physical developments of the younger children are quite different from that of the boys of adolescent stage, B.P. wanted to formulate a separate programme for them viz.,'Cubbing' in 1917and published the book 'Wolf Cubs' Hand Book'.

Cubbing / Bulbuls

The programme of Cubs was based on the story of the Jungle Books written by Rudyard Kipling. The contents of the story telling, play acting, jungle dances of romantic nature, plenty of games, provision for making noises in a controlled manner, handicraft etc., are quite sufficient to cater to the interest of young children. The Unit of Cubs viz., 'Pack' (12 to 24 boys) divided into 2 to 4 small units of 6 each called six is in complete control of a Cub master viz., Akele who has direct adult leadership as against indirect adult leadership in scouting. Here also the children learn to work in groups and experience leadership and discipline.

The Pack represents the level at which reality is made more frequent by resorting to fantasy, as made possible by the use of Rudyard Kipling's Jungle Book and the fantasies of the woods. All the activity in the programme is oriented towards building in the child a capacity for self-expression and autonomous action, so that he may evolve into the adolescent stage, painlessly replacing the mother-child bi-personal relationship with a multi-personal relationship with his playmaster and other association.

Scouting/Guiding

The Scout method is defined as "a system of progressive self-education through:

i) The promise and law.

ii) Learning by doing

iii) Membership of small groups (for example the patrol), involving, under adult guidance, progressive discovery and acceptance of resposibility and training towards self-government directed towards the development of character, and the acquisition of competence, self-reliance, dependability and capacities both to co-operate and to lead.

iv) Progressive and sitmulating programmes of varied activities based on the interests of the participants, including games, useful skills, and service to the community, taking place largely in an out-door setting in contact with nature".

The Scout method is thus a system of progressive self-education, to be reached as a result of a combination of four elements, which are interdependent forming a united and

integrated whole. That is why the word method is used in singular.

The Scout Promise and Law are the basic tools for the formulation of the principles of the Scout Movement.

The Troop level is designed to give support to get adolescent throughout the crisis brought about by his natural growth, making use of the permanent group called the Patrol, which has a great socialising influence and which is based on competitive action and through exercises, through games, teaching and challenges which are inherent in a programme for life in the open -air, under indirect adult leadership.

Rovering/Rangering

As the Scout Troops were growing in 1910s a problem cropped up i.e. how to protect senior youths (above 16 or 17) of the Troop. Admission is to be given to new entrants and the seniors did not want to leave scouting. So in order to protect the Scout Troops a new branch of scouting viz., Rover scouting was started in 1916-17,after a series of experiements and after considering advice of people in positions so that young men can continue to be trained in scouting in a way commensurate with their age, ability and interest. The book written by B.P. "Rovering to success" was published in 1918.

The Crew is a direct attempt to incorporate the older youth into adult society, affirming his individuality, and at the same time offering him the opportunity afforded by new forms of relationship with figures who, heretofore have represented images of authority.

Rovering is a brotherhood of open-air and Service . The Rover Crew works on the principle 'management of

their own affairs' Rover Leader (adult leader) works like a Friend, Philosopher and Guide.

As to method, at this juncture there is little to say, except that the patrol is a good working unit within any Rover Scout Crew, but it should not normally be so large nor so definite as in the Scout Troop. Many Crews manage well with no Patrols, using a system of pairs or buddies, others use the ad hoc Patrol System, bringing together into a Patrol those Rovers who have a common interest whilst that interest is being pursued, forming other Patrols on other occasions. Probably most success has been achieved with a combination of methods, a fixed patrol, an ad hoc patrol, pairs, and, to some extent, individuals.

Bunny scheme

In addition to the three schemes each in Scout and Guide wings the Bharat Scouts and Guides formulated another Section viz., Bunny for boys and girls of age group 3 to 5/6 years. The unit of Bunnies is called Tamtola consisting of not more than 20 members. Bunny Law is "I shall try to be good boy/girl". "Keep smiling" is the motto of Bunnies. Details of this scheme is given in A.P.R.O. Part II.

Special Branch

A. Extension Scouting is formulated for handicapped children who suffered from physical or mental handicap such as blindness, physical deformity or mental deficiency. Separate tests have been formulated.

B. Sea Scouting

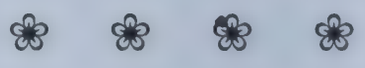
C. Air Scouting

Sea Scouts and Air Scouts should under go separate tests to earn the badges of axial (non-variable) activities.

D. Venture Club of B.S & G

To retain the youth members leaving the Units on attaining the maximum age limit, Venture Clubs shall be formed in a locality of a village with a minimum of eight members which is to be registered with the respective State Association through Local/ District Association.

Details of the working of the Venture Club and of Special Branches are mentioned in chapter IV of APRO part II.



8. Fourteen Programme ideals of the Bharat Scouts and Guides

In order to implement the 'programme' of scouting on the basis of fundamentals and methods, the Bharat Scouts and Guides have formulated fourteen programme ideals. It is the duty of every member of the Association (both youths and adults) is to strive forward to achieve these ideals so as to fulfill its Aims and Objectives. Even though the ideals are common to all the three Sections of scouting viz., Cub/ Budlbul, Scout/Guide and Rover/Ranger, they are worded on the basis of the growth of youths and their programme and the rate of achievement expected in each section:- (page 25)

❀ ❀ ❀ ❀

The business of the Scout Master and a very interesting one it is - is to draw out each boy and find out what is in him and then to catch hold of the good and devlop it to the exclusion of the bad. This is education instead of instruction of the young mind.

Scoutmaster should realise the needs, outlook and desire of the different ages of boy life. He should deal with the individual rather than with the mass.

Here then lies the most important object in the Boy Scout Training- to educate; not to instruct, mind you, but to educate, that is, to draw out the boy to learn for himself of his own desire, the things that tend to build up character in him. Education is a thing that counts in building character and in making men.

- Lord Baden Powell

A. CUB/ BULBUL SECTION (5-10)

By the time a boy/girl completes full course of the Cub/ Bulbul Programme he/she will be able to :-

1. Develop habits which lead to good character.
2. Put in efforts of learning directed towards good citizenship.
3. Learn participation Cub/Bulbul skills essential to become good Scout/ Guide and a good boy/girl in general.
4. Undertaking activities which contribute to his/her development.
5. Do a daily Good turn.
6. Develop fascination for beauties of nature and awareness of God.
7. Express himself/herself in creative skills.
8. Collect thinngs of his/her interest and preserve them properly.
9. Develop sense of respect for elders and love for youngsters in the family and neighbourhood and find ways of such expressions with a spirit of co-operation.
10. Satisfy his/her need for adventure
11. Inculcate a feeling of appreciation for family traditions be of religious, social or ancestral character and make attempts to follow them.
12. Understand the need of conserving God's creation and the public properties.

13. Obey elders and follow their advices even in their absence.

14. Know about his/her State, People, Culture.

B. SCOUT/GUIDE SECTION :(10-17)

By the time a boy/girl completes the full course of the Scout/Guide programme, he/she will be able to :-

1. Develop his/her character to become healthy and useful.

2. Accept and follow the rudiments of good citizenship.

3. Undertake practices and improve skills essential to become self-reliant and prepare himself/herself to use them for helping others.

4. Undertake collective activities and challenges which contribute for his/her all round development.

5. Be aware of his/her capacities and use them in service to the community.

6. Improve his/her skills of observation to appreciate the wonders of nature and develop sense of and express reverence to God by worshipping Him.

7. Make things useful for others.

8. Realise that public property is his/her property as well and attempt to look after it.

9. Identify himself/herself as an integral part of his/her community, and realise his/her duty to country.

10. Improve further Scouting/Guiding skills to undertake Adventurous activities and develop love for adventure.

11. Understand our National heritage and culture and determine to keep them up.

12. Undertake individual and collective strategies to conserve natural resources and prepare to educate others in this respect.

13. Develop the qualities of a dynamic leader and participate doing his/her best, effectively in all leadership opportunities made available to him/her.

14. Study about his/her country and people and contribute for the cause of National Integration.

C. ROVER/RANGER SECTION:

By the time a young man/young woman complete the full course of the Rover/Ranger Programme he/she will be able to :-

1. Make Scouting Guiding a way of life.

2. Become an active and participating citizen.

3 Improve skills, vocational and otherwise, to be self dependent and useful to others.

4. Emerge as a practical person who has respect for himself/hereself and for others and their experiences.

5. Realise that he/she has a responsibility in the development of his/her community and undertake Community Development Projects, individually and collectively.

6. Lead a refined religious life in service of man and God.

7. Select a right partner for a life of full understanding and adjustment and lead a harmonious life.

8. Do all his/her best to protect public property.

9. Prepare himself/ herself to do his/her duty to country and develop love for Universal Brotherhood Sisterhood i.e. Peace and Good-will amoung Human beings.

10. Develop a positive attitude to undertake considerable risks for others, making the full use of his/her Rovering/ Rangering skills.

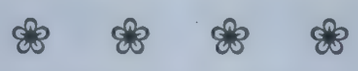
11. Work for the upkeep of our National heritage and culture with love for Human values.

12. Promote and participate in the developmental activities pertaining to National priorities like National integration, Population Education, Conservation, Adult Literacy and Sanitation.

13. Become a strategic leader who loves to grow with the group.

14. Have a fair understanding of the World affairs in general.

Bunny Same ideals as in Cub/Bulbul sections



9. Youth Programme and the Progressive Badge work

One of the four ideas of B.P. on the basis of which scouting started was the romance of Scouting i.e. he captured the boys' love of romance by the nature of activities-pioneering, camping, hiking and like offered him in scouting.

The youth programme is made relevant to the present, progressive and community development oriented. The educational aspect of Scouting/Guiding and national priorities are taken into consideration.

The activites of scouting are planned and programmed mainly into two groups viz.,Axial activites and co-axial activites. When the boys will complete the set of graded activities satisfactorily they will be recognised by giving the following General Proficiency badges under a progressive scheme.

Cub/Bulbul	**Scout/ Guide**	**Rover/ Ranger**
Motto : DO YOUR BEST	**BE PREPARED**	**SERVICE**
1. Pravesh	1. Pravesh	1. Pravesh
2. Pratham charan	2. Pratham sopan	2. Praveen
3. Dwitiya charan	3. Dwitiya sopan	3. Nipun
4. Thritiya charan	4. Thritya sopan	4. Rashtrapathi Rover/Ranger
5. Chathurth charan	5. Rajyapurascar	
6. Golden Arrow	6. Rashtrapathi Scout/Guide	

The above mentioned badges (General Proficiency) will come under axial activities through which all boys/girls should go forward progressively. This progression is based on the educational philosophy of scouting.

The co-axial activities consists of a series of Special Proficiency badges on different subjects which will come under four branches of Scout training viz., Character, Physical Health, Handcraft and Service for Cubs/Bulbls, Scouts/ Guides and Rovers/Rangers; there are 20,96 and 15 special proficiency badges respectively. According to the interest or aptitude of the youth they can choose the badges which provides the opportunity to bring out their potentials.

This Badge system is known as a dodge system which motivates the youth and enthuse them for self activisation and self-education. A wonderful Movement. Is it not so ?

Also there are three All Round Cords of different colours--Blue for Tritiya Soapan Scouts, Green for Rajiya Puraskar Scouts and Golden for Rastrapathi Scouts when they earn six, ten and eighteen proficiency badges respectively vide Rule 9 (vii) chapter II of APRO part II.

"Youth Programme is the whole environment in which Scout Units work. It comprises the structures of the different types of Units (e.g. Cub sixes and packs, Scout patrols and troops, etc.), the progressive test and badge systems, the symbolic background of each one of the sections, attractive, innovative and challenging activities, community service and community development projects, and last but not least, the atmosphere that reigns in a unit, the relationship between Scouters and Scouts; in other words the way national programmes are conceived at national level and implemented at the Unit level where young people live their Scouting ideals

and Scout life. Involvement of youth in decision making is essential so as to make them responsible adults/citizens.

Evaluate the programme, including the activities which form part of it --

First, consider the benefit to the overall development of the Scout as a responsible citizen and as a member of his community. In particular, ask:

- what does the Scout learn as an individual ?
- what does he learn about his community, locally, nationally and internationally ?
- what role will he be able to play in developing his community ?

Second, consider the benefit to the community.

Third, make sure all activities are carried out using the Scout Method".

10. Style of Scouting and Duties of a Scoutmaster

Every organisation has its own style of functioning. Style of functioning of the Scout Organisation is based on its methods, structure and goal to be achieved which are unique. Here goal means good citizens useful to himself and the Society. The style of Scouting is as follows:-

1. Boy Leadership.
2. Boys train boys.
3. Gang spirit, one for all and all for one (Each member of a patrol has specific portfolio or responsibility viz., Patrol Leader, Patrol Second, Treasurer, Scribe, Games leader. Entertainer, Gadget maker, Cook etc., i.e., all are leaders and all are followers.) This is a type of management training; Human Resource Development and Human Resource Management.
4. All actions based on a code of ethics (Promise and Law). Scouting is a way of life.
5. Boy-man relationship, not teacher-student relationship. There is an unknown bond between the soul of the Scoutmaster and soul of the boy provided he is a good Scoutmaster.
6. Opportunity to devlop potential of every boy / girl.

7. Put individual responsibility for one's own development.
8. Learning by doing (learning by his own will and self effort -a real educational process).
9. Every activity aims for development of K.S.A. (Knowledge, Skill, Attitude).
10. Use K.S.A. for Service to community.
11. Symbolic frame work and presentation for character training.

If the above mentioned style is followed in running a Unit of the Organisation, no doubt that, there will be good results.

Scoutmaster -- a hero

There is a question - what is the most important factor of the scout organisation? The correct answer is "boy" (Scout). After that, who has the next importance? There is only one answer to this question also "Unit leader" (Scoutmaster). These unit leaders are the people who deal directly with the boys and bring scouting into practice. The organisation grows or weakens depending upon their work.

In this context, an incident is brought back to the mind. At a conference of Partrol Leaders, the District Commissioner asked "what would you like to be in the future?" various replies came -- doctor, engineer, pilot, teacher etc., One boy said "I would like to be like my scoutmaster".

It is a very responsible duty that is bestowed on the scoutmaster. That is the process of making a 'man' out of the man. To be more explicit, the scoutmaster is engaged in

a nation-building process. The strength of a nation lies in its people. The Scoutmaster should always have this outlook in his mind.

The Scoutmaster's job is merely to give to the boy the ambition and desire to learn for himself by suggesting to him activities which interest him because of the way in which they are presented. That is where Romance and Adventure comes in.

B.P. in his advice to scoutmasters says - "**The first step** towards success in training your boy is to know something about **boys in general** and then about this **boy in particular**" that is about the general psychology of boys and about each boy's environment. Only then will he be able to deal with the boys in the right way on each occasion and to take necessary steps easily. While I was running an open group, a senior scout happened to commit a grave mistake. As I had known about his father and his family environment, I felt an obstinacy which was favourable to the boy and was able to bring him back to the right path.

A unit leader should ensure the following things:

1. Each member of the patrol should be given a responsibility and he must be made to carry out that responsibility.
2. Patrol-in-council and patrol meeting should be conducted in the right manner. Patrol meeting can be conducted in each member's house by rotation with the permission of the parent.
3. The working of the Court-of-Honour must be made excellent. Give patrol leaders as much freedom as possible.

4. Ensure that each scout gets progressive improvement.

5. Maintain the records.

6. Plan and implement various outdoor programmes. Keep the balance while dealing with different subjects. Conduct troop meetings in a progressive manner.

7. Maintain a good relationship with Local/ District association and ensure the participation of yourself and your troop in all the programmes. Communicate with DOC, DTC, DS, and DC whenever necessary.

8. Attend higher training courses. Qualifying for HWB should be your first aim.

9. He/ she should be a personal example for the boys, motivate them. There is a saying that scouting is contagious.

10. Avoid delay in planning, execution, evaluation, presentation of Badges etc.,

11. Maintain good relationship with the sponsoring authority, parents, and the community.

12. Ensure that he/ she has the mental strength to do only the right thing.

Children educate themselves. They may learn to apply their intellect to the proper use of their hands. legs, ears and eyes -- it requires only an awakening and that much is the work of the teacher.

- Swami Vivekanandan

11. The Main Activities of Scouting and the value formation

The main activities of Scouts/Guides are as follows:-

1. Scout/Guide Promise and Law (in daily life)
2. Patrol work
3. Badge work
4. Games
5. Nature lore
6. Pioneering
7. First-aid
8. Signalling
9. Estimation
10. Social service
11. Camping
12. Hiking
13. Camp fire
14. Ceremonies and Ceremonials.
15. Prayer, All-faiths prayer.

As a result of the above activities the following values will be developed in Boys/Girls resulting in good citizenship:-

1. Living the Scout/Guide Promise and Law
2. Effective Leadership and Mangement
3. Pride of culture, traditions, arts, music of the country.
4. Love of God, patriotism, nationalism.
5. Self discipline.

6. Respect.

7. Conservation.

8. Industriousness.

9. Perseverance.

10. Creativity and initiative.

11. Punctuality, order.

12. Responsibility.

13. Team work, Service

14. Determination and steadfastness.

15. Truthfulness, dedication to work.

16. Terminal values.

17. Dignity, Self-respect, Self-esteem.

18. Joyous life.

To develop the above mentioned values there are so many activities throughout Scouting, which young people like.

12. Patrol System and Troop Management

The educational function of scouting is carried out by putting its programmes into practice through the following conditions:-

1. Group activity
2. Out-door activities

Scouts are given individual and work- efficient training through these two media. A model life style is presented before the scouts. They inculcate it depending on the practical efficiency of the programmes and the potential and ability of the children.

In the Scout / Guide organisation, there are many methods and multi-faced programmes for the development of leadership training, all-round growth (physical, mental, moral, spiritual and social) and training for good citizenship.

Patrol System.

In a unit of Scouts (Troop) there can be 12 to 32 members, they are divided into small-groups or patrols of 6 to 8 members and given training. Patrol system is the most essential characteristic of scouting. Here a scientific approach is brought about in the scout training programmes. Gang spirit is a psychological characteristic seen in children of

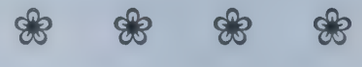
adolescent age. They accept and obey the leaders of the group, out of their own will.

Patrol is the character-training school in scouting. One among the eight members works as the Patrol Leader and another as Patrol Second (leader's helper). For the other six members, a duty concerning the patrol in general is given (games leader,entertainer, quartermaster, treasurer, librarian, scribe etc). When each member's turn comes, he becomes the leader and all others including the Patrol Leader become the followers. Thus, all are leaders and all are followers; one for all and all for one. The attitude to get the co-operation of others when one becomes the leader and also to co-operate with others when one becomes the follower, gets developed in the children. All are whole-heartedly prepared to work with mutual co-operation and discipline for the common good. So many qualities like leadership quality, co-operative attitude, honour, discipline, esperit-de-corps, industriousness, unselfishness, responsibility, managerial efficiency etc., are growing in the children without their knowledge, because of this working style and cause the development of their personality/ individual development.

The Scoutmaster train the Patrol Leaders and the Seconds and they (Patrol Leaders and Seconds) give preliminary traning to the other members of their patrol. In this way, the principles 'leadership of children' and 'young people train the young people' are put into practice. Here also there is an educational psychology, but due to fear of over-description it is not included here. Administration is done by the Councils of the children. According to the guidelines of the Scoutmaster, the 'Patrol-in-council'and the 'Court-of-Honour' work in the patrol and the troop

respectiviely. The affairs of the patrol and the Troop are being managed by the 'Patrol-in-Council' and the 'Court-of -Honour' respectively. It can be definitely said that there can be no better school than this for practising self-government with discipline and excellence. Through these styles of working, children get administrative skill, sense of responsibility, technical excellence, leadership quality, resourcefulness, innovation, managerial efficiency and the attitude to impart knowledge and help others for the betterment of others. What more is required for training in good citizenship and individual development?

Thus it may be seen that the Human Resource Development and Human Resource Management, the modern terminologies were introduced in a practical way by B.P. a century ago.



"If B.P. has given anything else, except the Patrol System, his name would not have been immortal among the great men of the world".

13. Duties of the District Secretary

1. Understand the functions of the District Secretary as given in the "Rules" book (Rule 90).

2. Understand from the NHQ publication "Job profile", what is the role of the secretary, to whom he is responsible, for what all things he is accountable, with whom he has work-relationship etc., Read and understand the "job profile" fully (especially that of the district level office bearers).

3. The District Secretary has to carry out the administration of the District under the leadership of the District Chief Commissioner and the District Commissioner. Thus he has also the leadership of the District Office (administration). But remember that as per rules the DOC is responsible for conducting boy/girl programmes and that the DTC has the responsibility of training the adults. They work under the direct control of the DCs. The Secretary should not interfere in their 'key result area' functions unless they ask for it. He should give them necessary help as a monitor only.

4. The key result area of a Secretary is administration.

1) The work of conducting the District Council, District Executive Committee and other Committees for which the Secretary is the convener is vested on the Secretary. Send the notices with agenda as per rules, on the written

order of the President / Chairman, conduct the meetings and keep the minutes.

2) The Secretary performs all correspondence relating to the District Association.

3) Prepare the Annual Report and Census.

4) Help the District Treasurer in the preparation of the Budget.

5) Send reports asked by the State Headquarters, without delay.

6) The details and documents prepared by the DOC regarding the tests of Scouts/Guides, should be sent to the SHQ by the Secretary.

7) The reports of the DOC and DTC should be sent to SHQ/ STC after getting them duly signed by the Distict Commissioner.

8) Take necessary steps for unit registration, warrants for adults, and their renewal etc.,

9) Help the Treasurer to collect the dues from Units as per rules (IMF, IRF, Magazine fee etc.,) and send them to the SHQ at the proper time

10) Ensure that the decisions taken by the council and committees are duly implemented. Remember that the Secreraty has to monitor the achievement of the District/ State/ National level targets.

11) Conduct PRC (meeting of District office bearers and Local Association Secretaries for assessment of the work) regularly, either once in a month or once in two months. Keep the minutes of the meetings.

12) Equipments needed by boys and adults, books, badges etc, should be kept in the District office and should be supplied without delay. Their accounts should be kept separately,

13) Keep the registers and records of the District Association.

14) Advise and help in the administration of the Local Associations. Give their share of the funds correctly and promptly

15) Be responsible for the District publications.

16) Attend the Secretarys' training course and Management training course..

17) Ensure the participation of the District in state level camps and competitions.

18) Work in co-operation with Brother Organisations and Government Departments.

19) Attend state level meetings, and some departmental meetings, representing the District.

20) Get certificates from SHQ and distribute them to the Scouts/Guides.

21) Fill up the report 'Our progress' giving details of the District activities for one year and send them to the S.H.Q.

22) Keep necessary training equipments in the District office.

23) If there is no District Headquarters building, take necessary steps to make one available. If there is a District Headquarters building, maintain it properly.

24) Take steps for getting furniture, mike set and other equipments necessary for the District.

25) Take necessary steps to make available for the District Association activities, a share from the Education funds of Panchayath/Muncipality/Corporation.

26) Get the internal audit and statutory audit done, of the accounts of the D.A. and L.A.

27) Send the annual calendar of the programmes which have been prepared in consultation with the DOC and DTC and approved by the District Executive Committee, to the Units, district/sub-district office bearers and state Headquarters in June every year.

28) The Secretary has to do all correspondence work. Send the information received from the higher authorities to the co-workers without delay. Also collect necessary details from the co-workers and send them without delay to higher authorities and others.

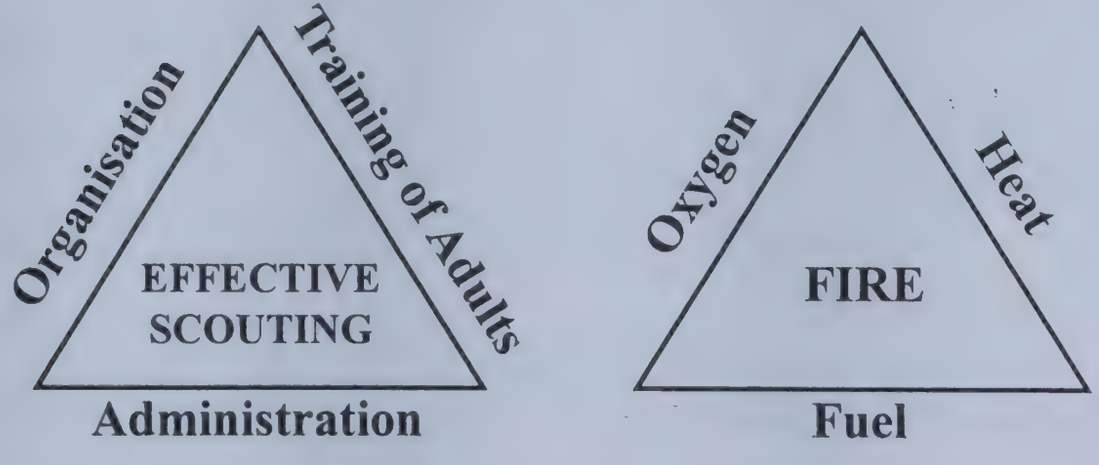
29) Create a good atmosphere in the District by keeping the relationship for getting the co-operation and co-ordination of the Scout/Guide wings in all activities.

Personal Competencies of a Leader

1. Assertiveness
2. Active listening
3. Empathy
4. Time management
5. Creativity
6. Leadership
7. Self awareness and awareness of others
8. Value clarification
9. Coping wih the environment
10. Inter-personal trust
11. Self-efficiency

14. Duties of the District Organising Commissioner

The Scout/Guide Organisation works in a triangular structure at all levels (Sub-District, District, State). The activities are divided into three - -Administration, Organisation, and Training. In these activities,the function of administration is given to the Secretary, that of organisation to the Organising Commissioner and that of training to the Training Commissioner. These functions are the three sides of a triangle. We will get the right result only if these 3 sides are joined together correctly, This is like a fire triangle. We will get the fire only by joining together fuel, oxygen and heat.



If we are taking horizontal leadership into consideration, the above three persons (Secretary, DOC, DTC) are in the same row. If vertical leadership is considered, Secretary is the co-ordinator of the three. With respect to Unit leader, the DTC occupies the position of the teacher

and he is also the person who has comparatively acquired more skills in scouting. But according to the 'Rules' book, the DOC is given the responsibility of organising and conducting Boy/ Girl programmes. The most important factor in the organization is the "boy/girl." The growth of the organisation depends on the activities of the Organising Commissioner. The key result area of the DOC is the conduct of the boy/girl programme and the development of the organisation. Implement the following to get good results :-

1. Understand the functions of the DOC as described in "Rules" book (Rule 91).
2. Understand from the Headquarters publication "Job profile" what the role of the DOC is, to whom he is responsible, for what all things he is accountable and with whom he has work relationship.
3. In whatever positions he is working, acquiring the knowledge and capacity for them is an essential thing. Try to qualify for HWB as early as possible. Complete the Commissioners' course and Management course seccessfully. If you get opportunity to participate in other special courses, don't waste such opportunities,
4. Remember always that he has to work with DTC and Secretary shoulder to shoulder for success in his work and for progress.
5. Know the statistical details of the District from time to time. This record should be updated from time to time. They are: Number of Schools (HSS, HS, UPS, LPS), in which schools there are Units and how many? (pack, troop), open units, number of members etc. This writer has seen a D.O.C, doing hard work with devotion, who has prepared a map of the district with the location of the schools in it with full details.

6. DOC is responsible for conducting Badge tests and for making all necessary arrangements for the same. Take special care to maintain a high standard. Maintain the Badge register correctly. There should be a panel of qualified examiners. Request the DTC to give advice and help. Make the work of the Badge committee smooth.

7. DOC is the person basically responsible in the District for ensuring that the unit activities are conducted according to the patrol system. Lead the Units to progress through programmes like group visit,conference of Unit leaders and patrol leaders at L.A. and D.A. level, informal training to Unit leaders, making scout literature available, organisation of different types of competitions, inter-troop / pack meeting, special courses, Re-orientation courses. Ask for the service of the DTC especially for events for adults.Encourage Unit Leaders to conduct atleast one annual camp each year.

8. Group visit is an indispensable activity. Assess the progress through the visits, that is at the time of second visit. Use the group visit form. Observe the boys'/girls' activities.

9. DOC is also responsible to motivate the Unit leaders and to elevate them to the next stage. The Units will reach higher level only if they reach higher level.

10. Give neccessary help for the activities of the Unit. The DOC should be a good facilitator. Here, the bond of love is very important.

11. Organise boy/girl programmes in each quarter of the year at sub-district and district level and make the district lively (Rally, Badge workshop, hike, training camps, PLs' conference,T.Ls' conferance standard judging camps, inter-troop meets, testing camps, quiz programmes, social service programmes etc.

12. Give importance to patrol leaders' training (at sub-district level) and for their conference in each quarter.
13. Training Counsellors are the persons to help the DOC's activities. Make good use of their service.
14. Make a schedule for inter-troop meetings. Conduct such meetings, giving responsibilities to suitable persons. This is a programme which will activise the whole district (Units).
15. Though DTC is responsible for training the adults, DOC has to organize the courses. During group visits and when visiting a school with no Unit, the DOC has more facilities to assess the training needs. Organising celebrations of various days, social service programmes etc., bring out the organising skill of the DOC.
16. Take steps to send to all units an annual schedule of the programmes (including the progress to be achieved) so as to reach the Units in the first week of June.
17. Give the list of badges, books, equipments etc., necessary for the District to the District Secretary. If required, help the Secretary to bring them from SHQ.
18. Prepare the Scouts to participate in the state level programmes and give leadership. Make use of the service of the DTC.
19. Make a self-evaluation of his work every month. According to long term planning, he must have a plan of each month's activity. Evaluation has to be made about whether he has worked accordingly and what was the result.
20. Assess the work of the Training Counsellors during every quarter. In the light of such assessment, advise them about future activities and give instructions.
21. Encourage Units to participate in the Prime Minister's

shield competition (for Scout/Guide Units) and Uparashtrapathi Award competition (for Rover/Ranger Units) and motivate them to complete the competition.

22. Explain in the PRC conducted monthly or once in two months, the performance of their work (plan, work done, result) with the help of a visual aid (flip chart, cut boards, hand out, flannel board, OHP, etc). Show that you are a good Executive. This will improve your management efficiency and thus help your growth.
23. Run a Unit of your own and be a model for others.
24. The DOCs should give leadership to the Unit leaders to give a balanced training to the boys in the five areas (intellectual, physical, moral, spiritual and social) and thus make the boys/girls good citizens. You should be a good example.
25. Contact the adult leaders who come out after undergoing the Basic training, and take necessary steps to register their Unit, and to conduct their Investiture with the help of the DTC.

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Functional Competencies of a Leader

1. Scouting techniques
2. Programme delivery
3. Organisation
4. Planning
5. Need identification
6. Resource management
7. Fund raising
8. Management
9. Training techniques
10. Educational skills
11. Communication ..... etc.

15. Duties of the District Training Commissioner

DTC has the position of a teacher, with respect to Unit leaders. Generally, a person who is comparatively senior in the District regarding qualification, runs a troop well and helps in the Scout programmes is considered for leader training courses as a person who is more qualified and who is respected by the others. He can give necessary advice and instructions for the progress of the District. The DTC should be an example for others. Do the following for giving effective leadership.

1. Understand the functions of the DTC as given in 'Rules book' (Rule 92).
2. Understand from the Headquarters publication 'Job Profile', what the role of the DTC is, to whom he is responsible, for what all things he is accountable, with whom he has work relationship etc. Read this book fully.
3. Run a model Unit of your own and be a model to others.
4. Plan and conduct training programmes for adults. If it is not possible to conduct the course in the District, send the trainees to the courses conducted at the state training centre or course conducted in other districts. For this maintain a training register in respect of the training of adults in the district and make it upto date from time to time.

5. It is not enough for the DTC to conduct formal courses only. He should also conduct conference of unit leaders at least once in every quarter and give informal training.Personal contacts can also be used effectively for imparting informal training.

6. Training can be given on holidays to those interested in special scout craft subjects (first aid, pioneeing, mapping, drill etc.) by calling them together for such training.

7. DTC should work as a facilitator. He can help in the planning and conducting of Unit camp, hike etc., He can also collect and supply equipments which are difficult to get (compass, map etc.).

8. Take steps to give progressive training to adults.Try to produce more HWB holders.

9. Conduct personal discussions for self- training and for raising the standard of the Unit leaders. Also make scout literature (books) available to them,

10. Organise study circles necessary for advanced training,

11. Find suitable persons from various parts of the District for appoinment as Training Counsellors and recommend them to the District Commissioner. See that the appoinments is made without delay.

12. Training Counsellors (Rule 93) are the members of the DTC's training team. Give them necessary training and instructions.

13. Assess the work of the adults and Trainig Counsellors in each quarter. Give instructions for corrective measures and progress.

14. Though the key result area of the DTC is training of adults, it is not a water tight compartment. Don't restrict your activity to that alone. That is, in the boy programmes (camp, test) help the DOC. Then only the real result of the training which he has given to the adults, becomes known to him. Corrective measures and steps for improved training can be taken accoringly,

15. Send reports and feed back to the State Training Commissioner.

16. Participate in higher courses, management courses and other special courses.

17. As a trainer, perform the roles of Stimulator, Facilitator, Resource agent and Solution- giver satisfactorily.

18. As the leader of the Scouters, give opportunities to them to reach higher levels and to work in the forefront according to their ability.

19. Conduct periodical meetings (say once in a quarter) of the District Training Team consisting of Trainers, Training Counsellors and HWB holders and evaluate the work relating to "Adults in Scouting" and the World Adult Resources Policy.

Remember that the DTC works under the leadership of the District Commissioner. Get the permission of the District Commissioner when going out of the District for Scout activities. Work in union with the District Secretary and the DOC. Regarding training matters of the adults, act according to the instructions of the STC.

16. Duties of the District Commissioner

It is said that the District Commissioner is a person like the father, that is , in a district the District Commissioner is given the position of the head of the family. Genarally, a person with a good status and position is appointed as the District Commissioner. The function of the D istrict Commissioner is to work for the walfare and progress of his/her wing in the Scout/Guide Organisation.

It is not the intention of this article to give the details of the functions or activities of the District Commissioner. It is only desired to give here, duly numberd, what all things a District Commissioner should know or do, to give effective leadership.

1. Understand the duties and functions of the District Commissioner, as given in the "Rules" book (Rule 87).
2. Understand the information given in the Headquarters publication "Job profile" about the role of the District Commissioner, to whom he is accountable, and about those with whom he has work relationship . It will be very useful to read the Job profile in full.
3. Remember that leadership is not power, but responsibility.

4. In order to give effective leadership, first of all understand the fundamentals of the organization (Definition, purpose, principles and method). Prepare your mind to act according to the fundamentals and find the necessary time for it. Refer Aims Policy Rules and Organisation (APRO) Part-I and II/III

5. Scouting is not mere fun. It is a training scheme for good citizenship which is based on educational principles and boy psychology and which is arranged in such a way as will be liked by the boys. Don't watch the play -acting only without understanding the story. In order to understand what scouting is, and for giving principles based leadership, read the books "Scouting for Boys" and "Aids to Scoutmastership."The founder of the Scout Movement, Lord Baden Powell explains the boy programmes in the first book and the philosophy of Scouting in the second book. Without understanding these details, a scoutmaster will not be able to run a troop as conceived by the founder or a commissioner will not be able to give effective leadership.

The cub activities are described in the book "Wolf Cubs Hand Book" and the Rover activities in "Rovering to Success" , Learn the administrative matters relating to badge system in the organisation (especialy at district/ sub-district/ troop level) from the books Rules, APRO part I, II/ III.

6. Ensure that the scout troops are working, based on patrol system. For this, patol leaders' training camp, quarterly conference of patrol leaders at sub-district level or district level scout masters' conference, arrangement to supply to the units books about patrol activities, competitions, Troop visit by District Commissioner

and other office bearers of the District form time to time etc., can be made use of. Share responsibilities with Asst. District Commissioners and Headquarters Commissioners.

7. The District Commissioner is the leader of a team (Scouters or Guiders) under the guidance of the District Chief Commissioner who is the Chair person of the District Executive Committee. An essential thing which a leader should know is "Right person for the right job." If this is done, half of the success is ensured. Help the D.C.C and D.E.C to select/ elect (as the case may be) to appoint suitable persons for the posts of A.D.Cs, H.Q.Cs, District Treasurer, District Secretary, District Organising Commissioner, and District Training Commissioner. Insist that the Secretary, D.O.C. and D.T.C should deal with only the matters concerning their job (administration, boy programmes, training of the Scoutmasters) i.e.their Key Result Area. A person should work in another's field of activity, only if required by the leader or according to the instruction of the Commissioner. The above two things namely, suitable appoinments and arrangement, co-operation and co-ordination of the activities are somewhat difficult. The result will depend on the leadership quality of the District Commissioner.

8. At the Plannig Committee, plan the programmes and implement them with proper co-ordination with Local/ District/State level programmes. The executive committee should meet regularly to ensure that the decisions taken by the committee are carried out.

9. Conduct performance review conferences at least once

in two months. At these conferences assess the activities already undertaken and discuss the details of the future activities (short term programme). Divide the responsibilities and allot them to the person concerned. All the District office bearers and Local Association Secretaries are members of the P.R.C.

10 .Encourage the Unit leaders and motivate them. This is one of the main functions of the District Commissioner. Maintain personal relationship and brotherhood. Motivation can be done by communicating with them through conferences, giving various kinds of help, praising their good work, presenting awards and above all, Unit visits and encourangement.

11. One of the basic functions of the District Commissioner is to maintain values and to improve the standard (wearing of uniform, Scout craft standard, execution of programmes, Unit activities etc).

12. Ensure quantitative growth, qualitative growth, visibility of scouting and social relations.

13. Ensure that the DTC's steps for giving higher training to Unit leaders produce results.

14. Group visit is an indispensable function of the commissioner. Through this, the children, the Unit leader, the Unit in general and thus the organisation gets a lot of achievements.

15. Ensure that the office work under the leadership of the Secretary goes on smoothly and that all records including the Badge register are maintained properly. The commissioner can test whether the boys deserve the badge which they are wearing.

16. Ensure that tests for badges are conducted whenever necessary and that there is no delay in presenting the badges to the boys.

17. Attend the Basic and Advanced training courses for District Commissioners.

18. The District Commissioner has to conduct the Enrolment (Investiture) ceremony of the Unit leaders after their successful completion of the Basic course. He is also the authority for recommending for warrants to adult leaders.

19. Make the sub-district (L.A.) activities efficient with the help of the Assistant District Commissioner. As far as possible, conduct the Scout/Guide programmes at the sub-district level.

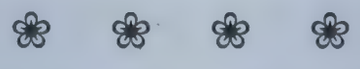
20. The efficiency and example of the District Commissioner will influence greatly the boys and the Unit leaders. Let the "scout spirit" flow from the Commissioner to the Unit leaders and boys like a contagious disease.

21. A District Commissioner is the representative of the State Chief Commissioner in the district. Work with a sense of devotion to achieve the District/State/National level targets, duly following the Scout principles according to the advices of the State Chief Commissioner.

22. Visit sub-district/District level camps. According to availability of time, visit Unit level camps also. Camp visit will motivate the office bearers and boys and will raise the standard.

23. The District Commissioner makes the recommendations for the appointment of other commissioners and trainers in the District.

Some problems may arise in the District. Corrective measures can be taken if necessary, according to rules, after discussing with the concerned parties. There may also be problems due to personal dislikes among the individuals (office bearers) or because of the enemity caused when mistakes or faults are pointed out. Such problems may be solved impartially by personal discussions and advices, or through discussions at conferences, according to the rules. Sometimes a change of department may be helpful. Unfortunately there may be some permanent problem-creators. Treatment after diagnosing the disease will yield good result. "A gardener who desires the best bloom should not be afraid of the pruning knife; sometimes it will give the benefit of manure." Keep the above saying in mind.



17. Functions of the District Chief Commissioner

The District Chief Commissioner is the Chief Executive of the District Association. He is the representative of the Sate Chief Commissioner and is responsible to achive State level and National level targets of the Bharat Scouts and Guides, at District level. He is in charge of both Scout and Guides wings. The District Commissioner (Scouts) and the District Commissioner (Guides) are the extended hands of the D.C.C. for the management of the District Association.

The D.C.C should understand the information given in the Headquarters publication 'Job Profile' about the role of the D.C.C., to whom he is accountable and about those with whom he has work relationship etc.

The functions of the D.C.C. (Rule 86) as given in the Rules book are as follows:-

(a) To preside over all the meeting of the District Executive Committee and such other Committees of which he/ she is the Chairman;

(b) To recommend to the State Chief Commissioner for the appointment of District Commissioner of Scouts and District Commissioner of Guides through the respective State Commissioner;

(c) To recommend to the Executive Committee for the appointment of District Secretary/Jt. Secretary and Assistant District Secretary as the case may be in consultation with the concerned District Commissioner.

(d) To sanction expenditure with the Budget and in special cases in excess of the Budget subject to such limits as may be laid down by the District Executive Committee and District Council at the next metting.

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18. Motivation

Every person holding leadership should know what motivation is ? How it is done? What the leader's role is in this, the benefit caused by it or its necessity etc.

Motivation is a self-produced internal stimulation in a person. A cannot produce motivation in B. But A may be a reason for causing motivation in B. That is, an inner urge produced in B for the accomplishment of the desired goal.

The leader and each of his followers should be efficient and effective. More efficient people may not always be more effective. Sometimes, people who are comparatively less efficient, are seen to be more effective. The performance of each individual depends mainly on two things: 1) Ability 2) Motivation. The performance efficiency is the product of these two, and not their sum. The abilities of a person can be developed by giving him education and training. But creating interest in the performance of a work depends on certain factors of human behaviour. Behind each action of a human being, there will be a purpose or a need. In order to convince the puprose or need of an activity in the desired direction, an inspiring power has to be created. This leads to motivation.

William G .Scott has given the following definition for motivation:- "Motivation means a process of stimulating people to action to accomplish the desired goals."

Briefly speaking, motivation is an inner experience. It is a psychological phenomenon created inside an individual.

Importance of motivation and the human factors for it.

Motivation is an important factor in determining organisational efficiency. Individuals join to form a group. So motivational drives have to be made after understanding each individual of the group, his needs, hereditary qualities, nature etc. The needs do not end. It is a continuous process.

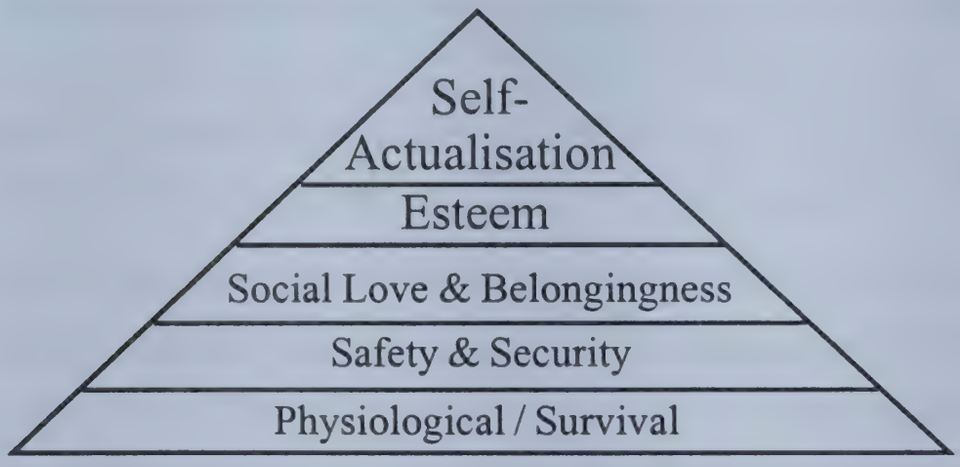
The motivating factors differ from one individual to another. They depend on the level of use of the individual and his needs. Maslow, Herzberg, Meclelland, Vroom, Porter and Lawler have formulated their own theories regarding motivation. Of these the theory of A.H. Maslow is briefly explained below.

Maslow has said that the needs of a person progress according to the following order:

Needs	**Things to be experienced**
Physiological/Survival	Hungar, thirst, sexual needs,
Security/Safety	security, order, safety from external accidents, job security, union work, pension plan, insurance.
Social	Love, belongingness, acceptance, praise, recognition such as badge, merit certificate, prizes, etc., affection, identification, honourable position in the group, facility to work

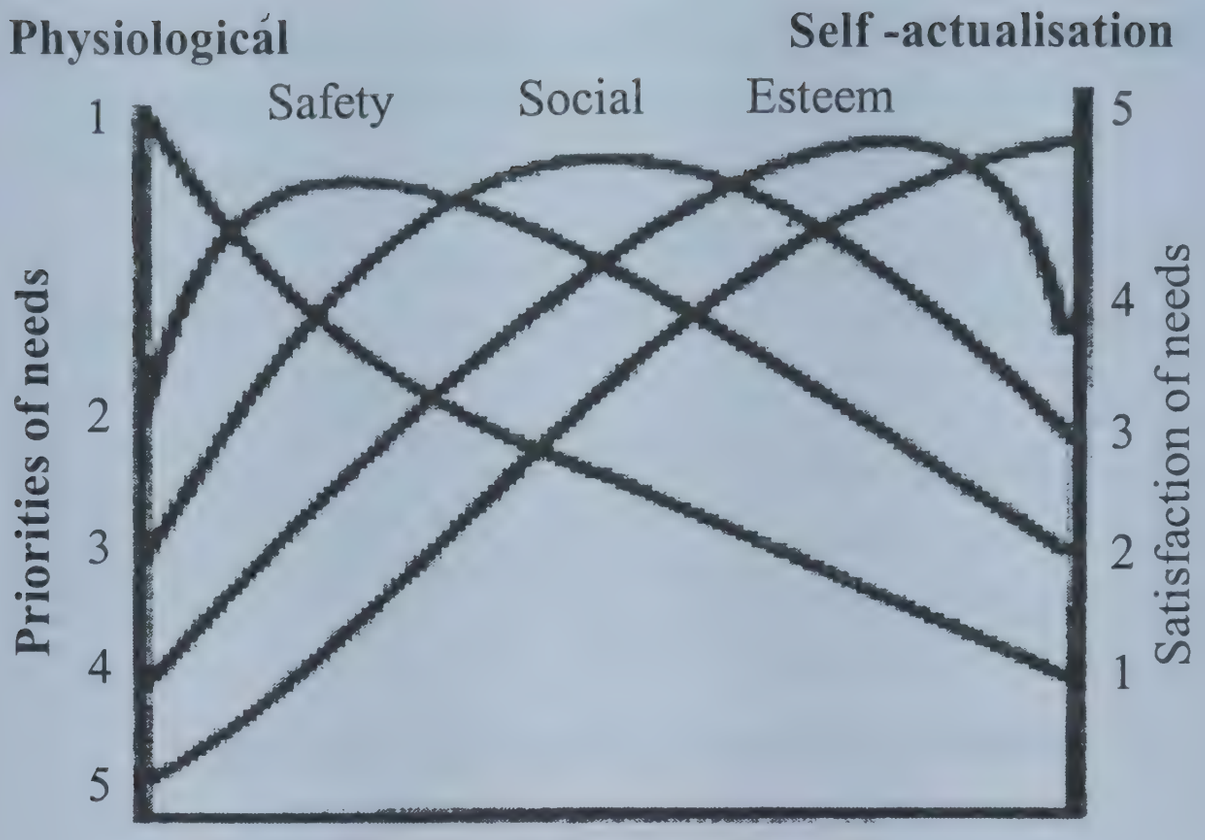
Esteem	quietly, esteem (status) fame (prestige). self-confidence, success, high position, self-esteem, power, control.
Self-actualization	Maximising one's potential, reach the position eligible for (self-development) one's ability, using unknown things effectively, achieving a balanced state, achieving the goal.

Maslow's Need - Hierarchical Order



Take appropriate measures for providing motivation, by being aware of and satisfying the needs of the members of the group in the above order.

The things to be satisfied in the needs hierarchical order should be made available successively, one followed by the other. But some things overlap. Often, before satisfying the needs of one row the needs of the next row come. It may be seen from the diagram given below. Only a few persons show interest to reach the highest row. Studies show that most of the persons are satisfied with the needs of the lower rows.



Needs-satisfaction diagram

The right way of motivation provides the following benefits in the group:-

1. Helps to build up the "will to work" in the members. They work with loyalty to the leader and the organisation.
2. Members work hard.
3. Increases the efficiency of the members.
4. All members work on the basis of set principles.
5. Improves personal relationships.
6. Excellent work is carried out with complete co-operation.
7. The standard of discipline rises.
8. Members work persistently with interest.
9. Increases espirit-de-corps.
10. All get a sense of achievement.
11. The activities become more effective.
12. Members get job satisfaction.

13. Any kind of loss to the group is prevented.
14. Motivated workers will be ready to accept changes according to changes in time without grumbling.
15. Morale increases.

Method of Motivation

1. Authority and Encouragement

Making the followers do more work by the authority of the leader, frightening them or threatening them is an old method. It will not prove useful to get work from all in the same manner.

There may be temporary good results. It will also cause negative results. There is a possibility of negative motivation,

2. Human Relations

If the leader is a good model, the followers will be motivated. He should strengthen the bonds of affection, understand the difficulties of members and act accordingly and deal with problems sympathetically. Picnics and tours with family members can be arranged.

3. Recognition

Give them all possible help. This is a psychological approach. Give them encouragements occasionally (reward, merit certificate, praise, other awards etc.). Leave and leave travel concession can be given.

4. Bargaining

Coming into an agreement with the followers so as to get the desired results.

5. Competition

Healthy competition among the various factors of an organisation will help the members to work more enthusiastically and will yield better result. Giving promotion on the basis of efficiency will increase the competitive spirit.

6. Physical Comforts

Giving the followers sufficient physical comforts of high standard favourable to them to work with pleasure.

7. Challenge

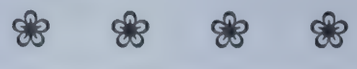
Let them accept challenges in order to achieve the desired goal.

8. Participation

Discuss the matters with members before taking decisions. Suggestions of the members are also accepted. They get a feeling of involvement in the decision making. Sometimes they are made to feel that the decisions are theirs. This feeling enables them to put forth sincere work for achieving good results.

9. Change in Attitude

The members can be motivated by making more favourable changes in the approach and attitude towards them.



Help the boy to become self-reliant, resourceful, to "paddle his own conoe" -- that is, to look a head and shape his on course. **-B.P.**

19. Management

Need

Systematised training has been arranged to give proper technical knowledge to all adult members of the Scout organization, in order to carry out their work in the particular field. Eg. : Basic course, Advanced course, Himalaya Wood Badge course for Unit leaders, Basic course and Advanced course for commissioners, Pre-ALT,ALT and LT courses for trainers and also some special courses for Unit leaders. This will not give enough knowledge for a modern Scout Executive. This knowledge is only technical skill. In order to apply this knowledge effectively, a Scout Executive should be a good manager. He should know briefly the basic principles of management. A leader should be an effective manager. A helping hand for this is given in this chapter.

What is Management?

The meanings of the word "Management" as given in the dictionary are execution, performance, administration, systematisation etc. Similarly the word "manager" means executor, administrator, manager, supervisor etc.

Field Marshal Maneckshaw has said about leadership:- "Leadership is nothing but management of men and materials." There are many differences between management

and leadership. The most important of this is, leadership is a word which has an elaborate meaning. Its field of activity is also extensive but manager refers to person who works inside a particular frame work for achieving a certain goal. A manager should have leadership qualities.

Management is a responsibility. The management's responsibility is to achieve a planned result using the resources of an organisation.

Manager:

The duty of a manager is to create and maintain an internal atmosphere where people work effectively to achieve the goal of the group. For carrying out this duty, the manager has to perform the following in various levels in an orderly way.

1. Plan
2. Organise
3. Provide Staff
4. Direct
5. Supervise
6. Control
7. Co-ordinate
8. Evaluate

Executive

In the case of the Scout organisation all adult leaders from a Unit leader to the National Director are executives in one way or other. Each executive is a manager. Their main activities are centred on people and their problems.

Managements at all levels have the work of supervision. But their main duty is to work with the followers and to achieve through them the needs or objectives of the organisation.

The status of executives in the scout organisation is a very noble one. This is because they are working face to face with people on a day-to-day basis. A scout executive should acquire management skills, human relation skills, leadership skills, motivation skills, communication skills and organisational skills.

Leader v/s Boss

In ancient times, a leader or manager behaved like a boss. This style of working has not much relevance in the modern world. The present day executive is a leader who creates an atmosphere of co-operation and respect. So the workers desire to be led, may be it is the desire to be led by themselves with self-guidance.

Formerly, the qualifications of good scout executives were the following:-

1. Good experience and knowledge in scouting(running the Unit).
2. Proficiency in scout skills(HWB /ALT /LT).
3. Ability to work harmoniously with pupils, parents and others.
4. Ability to train adults (ALT/LT).
5. Management of the Association at various levels (Commissioners and Secretarys' courses etc.)

For performing the duty of the modern scout executive according to his extended role, apart from knowledge for

doing his work, and ability to work effectively in contact with voluntary workers and professionals, knowledge and training in management skills and techniques are necessary. A Scout executive is like a foundation stone with regard to the Organisation. It doesn't need saying what the result will be, if the foundation stone is weak. In the same way, the work of a weak scout executive will affect the whole organisation seriously. In order to achieve the general objective of the organisation, a scout executive should become self-motivated by the policy, plan and guidelines. He should work by managing himself and by motivating others.

Important Management duties

The subject "management" is very extensive.For explaining in detail the duties of a manager (planning, organising, staffing, directing, supervising, controlling, co-ordinating and evaluating) a big book will have to be written. This chapter has been written to give a brief account only, with a view to give a general idea of the above subjects to the scout executives, to execute the works in an orderly manner, so as to yield better results and to create an interest in the executives to make further studies in the above subject.

1. Planning

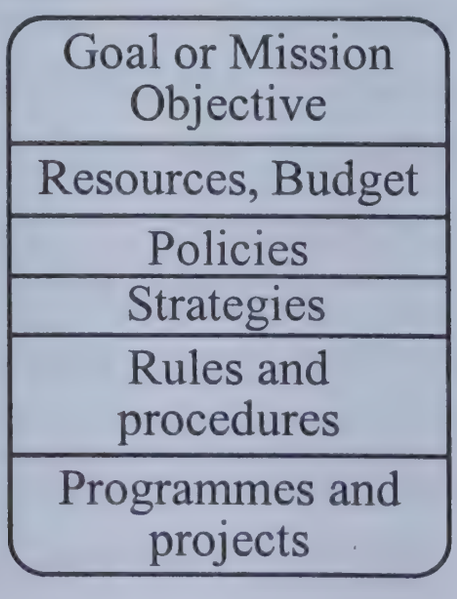
There is a saying itself that if a thing is well planned, it is equivalent to the completion of half of it. Even if it is a very small thing, if it is implemented after planning there will be comparatively better results, Planning is a process of making decision about the future. By planning, it is meant to see before-hand what goal we are going to achieve. The plan should be worked to get the desired result.

Some uses of planning:-

1. It defines the objective or the goal.
2. It confirms what all procedures are to be taken to achieve the goal.
3. Identifies what all resources are there in the organisation to be used for achieving the goal.
4. Determining what all activities are suitable for achieving the goal.
5. Evaluates the progress from time to time.
6. Takes corrective measures in accordance with the evaluation.
7. The organisational work becomes more effective.

Planning with the participation of the members of the group is the best one. Then there will be a feeling that the decision is that of the group and it motivates the members to work hard with sincerity.

According to the nature of the goal, there can be long term planning and short term planning. A Chart showing the order of matters to be taken care of basically while planning is given below:-



2. Organisation

The activities for implementing the plan for the achievement of the goal of the organisation, have to be classified and allotted to various individuals or groups. The creation of such a structure is termed organisation. It determines who or which group is responsible for what function. Also the rules and procedures for this are decided. It moreover involves decisions about who has to supervise whom, what all are their authority, who co-ordinates, the time limit to be observed etc. Clear guide lines are made for each of the above.

Decentralisation and organisation without confusion will help in effective work. The leader should have a clear understanding about group dynamics. It should be kept in mind that there is a possibility of some individuals or small groups trying to defeat the activities taken for the achievement of the goal. This tendency has to be dealt with effectively for the achievement of the goal.

3. Providing Staff

However excellent the basic principles, methods and content of the organizations are, effective work will take place only if there are capable and devoted personnel to implement them. Here we are again reminded of the saying "The right man for the right job at the right time".

Appoint persons having qualification, ability and good character as staff after following statutory procedures. Give each of them suitable training according to the nature of their work. Evaluate from time to time whether their activities are effective. Take corrective measures if required. Training for their main field of work is not enough. They will be able to

work more effectively only if they are given necessary training for the development of their personality and for increasing their efficiency in management.

4. Directing

Directing is a very important and continuous duty of each Executive in the organisation. The technical word 'Directing' involves three things:-

i) Motivation

ii) Leadership

iii) Communication

To achieve the goal of the organisation; give instructions to the followers; show the path to be followed; give motivation. A Superior officer will not get the desired result by giving instructions only. He should also direct the activities and give motivation. An executive should give instructions only to those who work under his control.

Effective directing gives the following good results:

(i) The activities in the organisation are speeded up in the intended way and measure. The results are also attained accordingly.

(ii) Due to the action taken for achievement of the goal, co-ordination and integration take place in the organisation.

(iii) Helps to bring better results by the work of each individual to the best of his ability. Helps each individual to get self-satisfaction by realising his own ability.

(iv) It becomes possible to bring about changes in the content and style of functioning, as expected by the management.

(v) The organisation gets firmness and overall strength and balance is maintained.

5. Communication

Communication between an administratror or leader and his followers is a very important process. Mutual communication has to take place easily without hindrances for the organisation to achieve its goal. Then only the activities will progress according to the planned scheme and effective co-ordination takes place.

There are three main factors in communication; sending, transmitting and receiving.

1. The Message i.e. the drafting of the message.
2. Transmission i.e. selecting the best method of transmission, depending on the situation.
3. Reception i.e. making sure that the message will be received fully and correctly.

Sending the message is not enough. The meaning expected by the sender should be understood by the receiver. Then only does the communication becomes complete; but some obstacles occur in the above three factors. When information is exchanged through words, that is during the communication physical incoveniences may cause obstacles. Eg.:- Long distance, other noises etc. Another obstacle is mistake in understanding. The leader gives an instruction with good intention. This is understood with a different meaning. It causes mental difficulty and affects the activities.

By misunderstanding the meaning of words or sentences, the proposed activity does not take place as expected. Another obstacle is due to making the message very brief or by filtering them and as a result the information given cannot be understood fully. When a person, after receiving a message, passes it to another there may be changes in the information passed. Due to special circumstances or due to any other occurrence, if the sender becomes emotional during the communication, changes in the sign shown by him or in his body language happen, resulting in faulty understanding of the message. Postal delay causing late arrival of the message is another obstacle. Obstacle also occurs when the message sent is kept without passing it on to the lower level or when there is delay in passing the message.

Do the needful to overcome these obstacles. Make arrangement, before hand to avoid delay. Check whether the message sent has been understood correctly. It will be helpful to take further measures; take care that the message is not altered by changes in its translation.

A man once said "I have kept with me six honourable servants. They give me all kinds of knowledge. They are respectively, what? why? when? how? where? and who?"

6. Supervision and Control

For the easy achievement of the goal and for getting the results as expected, effective supervision and control are a must. This is an important management process. Even in a group or office having able workers, it is seen that the good quality of the activities is decreasing gradually. It is also seen that the same personnel work in a better manner under the control of another effective leader.

Supervision and control is not a negative function. In order to ensure whether the activities are progressing in an orderly manner according to the planned programme for achieving the goal, supervision and control is an essential process. On this baisi, corrective measures can be taken if necessary. The controlling process is connected with the three previous processes namely planning, organisation and directing. Executives at all levels are responsible for exercising supervision and control which is a continuous process. It extends from the beginning to the achievement of the goal or the last stage of the project. Only the Executive who has direct control over the followers should exercise control. This is a basic principle regarding control. Effective control in policy, organisation, personal matters, salaries, costs, methods, manpower, capital expenditure, quality, external relations, research and development and in all general matters will help to lead the organisation to a high standard.

7. Co-ordination

The process of co-ordination is not a special function of an Executive. It is a basic duty of management to bring about co-ordination among the workers and groups. To achieve success in co-ordination, harmonizing activity is required. For achieveing the group objective, synchronisation is effected in the activities of the individual or small groups Eg:- for the conduct of boy programmes at Local level, the DOC makes the co-ordination. This is a continuous process. This activity is not in the vertical plane, but is in the horizontal plane, that is parallel. The Executive should create the favourable atmosphere for conducting co-ordinating activities to achieve the planned goal easily. The co-ordinating

activities should be arranged by making direct communication with the connected persons. If the connected persons are made to participate in the decision making process, before-hand, co-ordination can be made more easily. It should be borne in mind that co-ordination is not a controlling activity.

8. Evaluation:

Evaluation is an essential duty of an Executive. It is a continuous process to be done from time to time and also finally. Evaluation has direct relation with the controlling process. The Executive should collect information from time to time about the progress of the work, defects and difficulties from the lower level Executive, groups or individuals according to the given frame-work. It should be examined whether the work is progressing as scheduled by analysing this information. If there is any fault, its reason should be found out. Discussion with the connected persons will be useful. Corrective measures should be taken without delay. If there is progress in the work as expected, the followers should be encouraged by praising them. The superior officer should be kept informed about the progress in the performance.

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20. Management by Objective/ Result (MBO/ MBR)

In any organisation or group, it will have an objective. Often there will be more than one objective.

The activities taking place in the organisation are for achieving the objective/ objectives. The final result to be obtained is called the objective/ objectives.

With regard to the Scout organisation, the general objective is to make the boys/girls good citizens; to achive this general objective, the following minor (particular) objectives have to be achived.

i) Conduct programmes for the boys and make them reach a high standard. Develop the potential of each boy. That is qualitative development.
ii) Increase the number of members (Quantitative development).
iii) In order to implement the above two things, give progressive training to the adults.
iv) Arrange necessary physical facilities and trainers to give training to the adults.
v) Organise service activities. This will also help in the visibility of scouting.
vi) Develop Scout/ Guide literature. Focus public attention through pamphlets and advertisements.
vii) Work in unision with similar brother / sister organisations.

To achieve the above objectives, Secretaries, Organizing Commissioners and Training Commissioners work under the leadership of Local level/ District level/State

level Commissioners. At the grass root level the Scouters/ Guiders deal with the children directly. It has been said earlier that Executives at each level has a key result area. The activity for achieving the objectives/ goals in these areas is called management by objective/results (MBO/MBR). This is an approach and philosophy which has been widely approved.

In the MBO / MBR process, the supervisor and workers at all levels sit together, discuss and identify the objectives, results and their standard and note them down specifically and clearly. Accordingly a plan is prepared and work is carried out within a specified time-limit. Each individual's contribution is evaluated and the activities of each individual are co-ordinated. If the expected result is not achieved, the reason is found out and corrective measures are taken. Evaluation from time to time and the final evaluation are done by the supervisor and the workers sitting together. Such a meeting is called performance review conference.

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Sense of Honour

The Scout Law is the foundation on which the whole of Scout Training rests.

Once a Scout understands what his honour is and has, by his initiation, been put upon his honour, the Scoutmaster must entirely trust him to do things. You must show him by your action that you must consider him a responsible being. Give him charge of something, whether temporary or permanent, and expect him to carry out his charge faithfully. Don't keep prying to see how he does it. Let him do it his own way, let him come a howler over it if need be, but in any case leave him alone and trust him to do his best. **Trust should be the basis of all moral Training.** **- B.P.**

21. How to conduct Performance Review Conference (PRC)

P.R.C. is a good tool for effective evaluation of Executives and for further planning and commitment. It has been observed that after each PRC, the efficiency of the Executives increases and that they put forth more effective performance.

1. PRC should be conducted once in three months at the state level and at the district and local level monthly or if it is not possible, bi-monthly.
2. All the Executives should meet together under the leadership of the Commissioners. L.A. secretaries should be made to participate in the District PRC.
3. Each member including the Secretaries should explain with the help of a visual aid, what all things he/ she did, what could not be done and why and what were the results of the work done. Explanation can also be done by giving hand-outs. Each should emphasize on the particular key result area's work and result. After the completion of each member's presentation, the supervisor and the co- workers should give feed back. Any wrong step taken, failings and instruction for progress should be pointed out. Only then will there be improvement at the next PRC. Good activities should be praised. Noting down the suggestions given at the review will be useful. Suitable reply can also be given by the performer. When using flip chart for the explanation, use three columns. Give the plan in the first column, work done in the second and the result of the work in the third column. This is a systematic method. Don't lose temper on

hearing negative/ adverse remarks. Take them in the sportsman spirit. The chief supervisor should give his opinion at the last.

4. Keep the minutes of the meeting.

5. After all members have presented their performance report at the meeting, each should prepare the action plan for the next period and decide what are the particular functions to be carried out and who should perform them. The presentation to the next PRC should be made on the basis of this plan. Entrust a copy of this plan with the Secretary.

6. Discussion can also be made at the PRC about the details of the activities, difficulties, if any, physical facilities, resources, circular etc.

If the PRC is conducted effectively, good team-work in an orderly manner can be ensured at all levels.

Enjoyment of Life

Why is Nature Lore considered a Key Activity in Scouting ?

That is a question on which hangs the difference between Scout work and that of the ordinary boys' club.

It is easily answered in the phrase: "We want to teach our boys not mearly how to get a living, but how to live" -- that is, in the higher sense how to enjoy life. ***- B.P.***

Nature lore, as I have probably insisted only too often, gives the best means of opening out the minds and thoughts of boys, and at the same time, if the point is not lost sight of by their Scoutmaster, it gives them the power of appreciating beauty in nature, and consiquently in art, such as leads them to a higher enjoyment of life. ***- B.P.***

22. Management of a District Association.

The District Association

"There shall be a District Association in each District in the state or for a part of a Revenue District or for parts or two or more Revenue Districts or for such areas may be delimited and determined from time to time by the state Executive Committee" Vide Rule 73 Chapter V of Rules book. The area of the District Association shall be conveniently divided into smaller areas for the formation of Local Association as per Rule 99 of Chapter VI.

Registration of D.A., registration fee, membership etc., are specified undr Rules 74 to 78. The District Council is the supreme body of the District Assosiation which takes policy decisions for the D.A. and passes the programme and budget each year. Normally the term of the D.A. is for three years. For the details of the formation of District Council, its term, power and functions, meetings etc.. see Rules 79 to 82. Also see appendix-4. Details of office bearers, President and Vice Presidents are mentioned under Rule 83 to 85.

The District Chief Commissioner should see that the District Secretary is taking action to conduct the meeting of the District Executive Committee (see Rule 94) at least once in every quarter and to convene the District Council at the

appropriate time. The audited statement of accounts along with the annual report should be placed before the Executive Committee for approval for which the Dt. Secretary is responsible for prompt action. The District Commissioner should ensure that the decisions taken are implemented by the D.O.Cs and D.T.Cs of the Scout and Guide wings.

The D.C.C. should encourage the Dist. Secretary to organise and conduct the periodical Performance Review Conference (PRC) at least once in two months so as to ensure that the activities of the D.A as planned are going on smoothly. And as a result of the PRC, measures of rectification, if necessary, should be taken promptly. If the D.C.C. is unable to actively participate in the PRC, he should deligate to one of the District Commissioners. How to conduct the PRC is separately given in the hand book.

The D.C.C and the District Commissioners (S) and (G) should know the functions and duties of other commissioners viz., Assistant District Commissioners, Headquarters Commissioners, and other office bearers especially the specific duties of the District Secretary, and the Jt. District Secretary, the District Organising Commissioners (S) and (G) and the District Training Commisioners (S) and (G). The D.C.C. or one of the D.Cs may verify the records and accounts of the D.A periodically. The post of the Treasurer (elected by the Executive Committee) is above the secretary at LA/DA/State/National level. Horizontally the Dt. Secretary, D.O.Cs and DTCs are at the same level as the sides of a triangle; but vertically the District Sceraetary is the Co-ordinator who shall control and administer the affairs of the D.A. The D.C. (S & G) should give a lead for team work. Secretary, DOCs & DTCs are the extended hands of the DCC/DC.

The Training Counsellors have to perform dual duties i.e. assisting the D.O.C. in Boy/Girl Programme and assisting the DTC in Adult Leader Training. Appoint suitable persons preferably suitable senior Scouters/Guiders for each area and arrange to share responsibilities of the DOCs/DTCs.

The Badge Committee (Rule 95) and the Planning Committee (Rule 96) should function effectively and at the beginning of the year a calendar of activities of the year may be sent to Units. Among other things it should show the dates for application for tests for Dwitiya Sopan, Thritiya Sopan, Rajya Puraskar and Rastrapathi badges. Primarily these tests may be conducted at Local Association level before sending them to District Level . The D.C (S) & (G) should see that a good standard is maintained in all the aspects of a testing camp such as stay in the open air, sanitation and food arrangements, cleanliness and the quality of testing etc.. When the Boys/Girls are sent to State level testing camps all your boys/girls should pass the tests; such standard should be maintained in district level testing camps. In order to supply badges promptly, sufficient stock should be kept. To maintain a good standard in the activities and scout craft, keep sufficient stock of books of various topics of Scouting/ Guiding and parts of uniform like woggle, belt, cap, badges etc.

Registration and Renewal of Units. The rules relating to registration, renewal and cancellation of registration, renewal fees etc., are mentioned in Chapter III, APRO part I. The D.C. (S & G) should ensure through the Dt. Secretary/Jt. Dt. Secretary that all Units are registered and annual census along with renewal fee and individual registration fee are promptly furnished by the Units and the annual census report is sent to state H.Q. as directed.

Conferences

1. **Scouters' & Guiders' conference** should be conducted at least once in a quarter. Participants shoul be in uniform. Opportunity for improvement of the participants may be given to make the conference more effective. One or two periods may be set apart for giving inputs for the training of adults.

As a prelude to the conference a meeting of the HWB holders may be conducted separately at least for one hour to discuss the matters for better Scouting/Guiding. If there is a need for more time, their meeting may be arranged accordingly.

2. **Troop Leaders/Patrol Leaders' Conferences** once in a quarter is unavoidable for an effective District Association. Inputs for the management of patrol and troop through Patrol - in - Council and C-O-H, various patrol activities, new songs, yells etc. may be given. Request them to bring their patrol records.

Normally a senior Patrol Leader will be the Troop leader. If there is a need, Troop Leaders' meeting may be arranged separately for one or two hours as a prelude to P.Ls' Conference.

3. **Headmasters' Conference** may be conducted in the first quarter with the help of the Educational Officers wherein inputs regarding Scouting are to be given with a view to motivate them to make improvements in the Units and for deputation of teachers for training courses (Schedule to be given) and for other activities.

4. **Former Scouts/Guides Forum** : After getting training as Scouts and Guides they are leaving the organisation

at the fruit bearing stage. They are excellent resources of the Organisation and the socitety. Each L.A or D.A should form a Forum of former Scouts/Guides or of Rashtrapathi Scouts and Guides. Even during the higher study period or after certain age -- say 25 years, they can be members of th Forum. Physically, mentaly, morally, spiritually, socially or financially they will be useful to the organisation provided they are properly managed by the Leaders of the Organisation.

It may be noted that there is an International Organisation viz., **ATAS (Association of Top Achievers Scout)** in which all top Achievers (age 25 and above Eg: Rashtrapathi Scouts/Guides in India) of all National Scout Organisations shall be the members. Its purpose is to help the Scout Organisations. Indian Chapter of this Organisation was formed on 26th May 2010 at Bangluru in which the author of this book also participated being the first "Bharat Scout" (now known as Rastrapathi Scout) in Travancore-Cochin state (Kerala).

5. **Conference of the Presidents of the Parent Teacher Associations/ Private School Managers.** It is a good idea to have a conference of the Presidents of the P.T.A. of schools and P.S.Ms. at Local level, in order to give an awareness about Scouting and its usefulness for youths and the community, so that they will take initiative to start Scout Group in schools where there is no Unit and to start more Units for the benefit of more children. They can also be involved in the activities of the Association to the extent possible.

Competitions : Arrange competitions on important Scout craft items like pioneering, First aid, Patrol projects etc. and also quiz on 'Scouting for Boys.'

Bob-a-job week (Scout/Guide week) : In the third quarter of the year announce one week as a Bob-a-job week. During that week Scouts and Guides individually as well as by patrol or by the Unit as a whole do different types of jobs and earn money to know and experience importance of labour. The money earned may be pooled at Unit level which should be divided among the Unit, LA and DA for Scout/ Guide activities.

Inter-Troop Meet There are so many activities in the District giving opportunity for Scouts/Guides to come together and extend and improve their brotherhood / sisterhood. The D.C should encourage the D.O.C (S) & (G) to arrange inter-troop meets and inter-company meets (separately for Scouts & Guides) simultaneously in all Local Associations giving responsibilities to Training Counsellors and senior Scouters/Guiders in each area. By this activity the whole District will be activised and will result in further improvment of Scouting.

Uniform and Smartness B.P. said people will judge Scouts and Guides from what they see. Scout/Guide uniform should be worn completely and correctly with good turnout. Uniform is one of the aspects towards which children are attracted to Scouting. Teenagers will not like shabby dress. They want to be smart. Hence the Commissioners and Scouters/Guiders should take special care to wear uniform smartly as example to youths. Commissioners and other office bearers especially DOCs & DTCs should make an awareness that incomplete uniform or shabby wearing of uniform will not be tolerated in the District as it creates bad impression of the Movement in the Society.

District Adults Resources Management Committee

As per Rule 96 A of the Rules book there shall be a District level Adult Resources Management Committee appointed by the District Chief Commissioner to give recommendations periodically to the District Council and District Executive Committee about the allround development and management of adult resources in the movement.

The main purpose of the committee is to develop strategies for **Adults in Scouting** which is a systematic programme of adult resource management, to improve the effectiveness, committment and motivation of the leadership in order to produce better programmes for young people and a more efficiently managed organisation.

The District Level Executives may go through the appendix -5 relating to World Adult Resources Management and discuss the matter with Scouters/Guiders and Trainers in the district and do the needful to have an effective Adults Resources Management Committee in the district. They can also discuss the matter with the State Level Executives.

Progress of Scouters/Guiders. In many districts it is seen that the Scouters/Guiders after completing the Basic Course, become stagnant for years together which will affect the standard and progress of the Scouts/Guides. This state of affairs leads to centralised training of boys at Local or District level which prevents the application of the Scout Method as laid down in the Fundamentals.

In order to avoid the above situations, the District Training Commissioner and the D.C should enthuse the Scouters to attend the higher training courses as early as

possible and keep the standard of the District Association at a higher level.

Scouters'/ Guiders' Family Camp Fire Evenings. The D.C(S) & (G) should create a family feeling (brotherhood and sisterhood) in the District. At least once in a year have a Scouters' & Guiders' Family Camp Fire Evening which will bring a good Scouting atmosphere in the District. This will also help to ease the tension, if any, in the family of Scouters & Guiders. If possible use the services of the spouse as Instructors and Examiners for the proficiency badges.

The Scout Promise and Enrolement of a Scouter In human life there are many essential ceremonies and ceremonials. They may be religious or cultural. All of them have cultural or spiritual or psychological importance. They influence and motivate human minds in various ways.

"The SCOUT/GUIDE PROMISE is one of the unshakable foundations of the World Wide Brotherhood. With slight alterations to suit creed and country, it is universal.

It is the rock on which Scouting is built. No matter how fine his training, how splendid his camps or how numerous the membership, all remains in vain if each and every member does not whole heartedly accept and loyally do his best to live his life in accordance with the Promise he has made at his Investiture (Enrolment).

No body is a Scout, and no man a Scouter, until the Promise has been taken. Commissioners must see that Scouters themselves do their best to live up to it.

It is the Promise that makes men all-time Scouts and does not limit their activities to the relatively few hours spent in camp and club room.

The importance of the Promise must be kept before the boy, not by preaching, but by the personal example of the Scouters and Commissioners and wise words in season when real opportunity offers."

"The Investiture is the most important ceremony in a boy's Scouting exeperience for it is in the ceremony that he makes the Scout Promise.

The success achieved in having a Scout appreciate the lasting significance of his Promise will depend on the impression made on him at the time of investiture. The importance of a properly conducted investiture ceremony will have a lasting impression in his life". "Once a Scout always a Scout".

Please see the proceedure of enrolment (investiture) of a Scouter viz., IPISE (pronounced as Eepeese) given in appendix - 2 and do the needful in an effective way.

District Headquarters Every District Association should have an office of their own. Normally there should be a meetting hall and two office rooms one each for Scout & Guide wing and a store room. If there is no such facility the District level Top Executives should take initiative to make a building of their own.

District Camping Centre should be a dream of the District Association. In the Bharat Scouts & Guides there are a number of District Camping centres. If suitable place (Land) is available efforts may be taken to get it and make it as a good camping centre with the help of Local Bodies, sponsors and donors. Even in a small state, Kerala, there are two District Camping centres with tent bases.

News Bulletin. Publish monthly or bi-monthly News Bulletin with articles of Scouts/Guides and Scouters/Guiders relating to Scouting & Guiding. The author of this book wrote articles in the monthly News Bulletin of Trivandram D.A. when he was a Boy Scout.

Scout Spirit. The Commissioner should lead his team by commanding their respect, which will be based on friendship and Scout spirit. He must not be satisfied until all groups in his care work and play together in complete harmony and good temper. Don't be satisfied with nothing but the best.

Finally, as Scouting is said to be "a Movement", there should be a progressive and systematic movement in the D.A; in other words there should be a definite progress of Scouting.

How to show progress in Scouting ?

1. Qualitative improvement :-

i) Behaviour of Scouts & Guides (Living the Scout & Guide Promise and Law)

ii) Periodical briefing to Badge Instructors and Examiners.

iii) Standard in Scout Craft and earning of badges

iv) Camping Standards.

v) Wearing of uniform and badges.

vi) Provide Scout/Guide Literature for proficiency Badges.

vii) Starting of Open Units.

2. Quantitative improvement :-

i) Encourage the Unit Leaders to increase the number to maximum i.e. 24/32 in each Unit.

ii) Organise more Units (Pack, Troop, Flock, Company, Crew, Team)

iii) More participants in Local /District /State Level activities.

iv) Start more Open units.

3. Visibility of Scouting

i) Scouting should be visible to the pubilc. They should realise that Scouting is useful to the Society. The fourth branch of Scout training is 'Service' through which the outlook of the Boys /Girls is developed and they give out good to others. The spirit of daily good turn is a part of Scout's /Guide's faith.

ii) Group Level and Local /District Level service projects should be organised in each year.

iii) Each Scout / Guide and Rover/Ranger Unit should work for Prime Minister's Shield Competition and Upa Rashtrapathi award respectively.

iv) Each Unit may do atleast one service activity within their school and other useful service for public in each year (Eg: Railway Service Day, World Forest Day etc.).

v) Awareness Programmes (procession with placards) conneted with celebrations of Days (Eg: Earth Day, Anti-tobacco Day, World Non-violence Day).

vi) Door to door visits of Scouts/Guides/Rovers/Rangers as an awareness programme, distributing pamphlets and explaining the matters (Eg: Leprosy eradication, Anti-tobacco campaign).

vii) Visit Old age homes, Children's homes etc., and do the needful.

Records

The District Secretary/Jt.Dt. Secretary is responsible to keep and maintain the registers, books, papers and records of the District Association. However the DOC and DTC should help the District Secretary to maintain the register relating to Boy / Girl Programmes and Training of adults respectively. The following records are to be maintained in the District Association (see page 97).

23. Group Visit

Visit to Groups is one of the important duties of a Commissioner. As said earlier, a **Commissioner has three fold duties** viz., towards the Association, towards Unit Leaders and towards the community. Unit Leaders (Scouters/ Guiders) are the back bone of Scouting/Guiding. They are the persons who are dealing with the most important element in the Organisation - 'Boy'/'Girl'. Hence the top priority of the Commissioners is to support the Unit leaders and to maintain good relationship with them for which Group Visit is an important tool.

While visiting a Scout Troop, a Commissioner should know what is expected from a Scoutmaster as far as his Unit is concerned. He should see that the Troop activities are going on smoothly on the following lines and the activities are balanced.

1. Provide the boys a healthy enviornment breathing with Scout Spirit, namely the spirit of self- sacrifice and fellowship.
2. Provide them an atmosphere of romance through outdoor scout craft activities and adventure for which they have a thirst and a natural craving.
3. Give them plenty of games and other out-door activities like outing and camping which will make them happy, strong and healthy, self-reliant and resourceful.

4. Enthuse the boys for hobbies and work for axial and co-axial badge work so as to have a steady progress.

5. S.M. should work through patrol leaders i.e. indirect adult leadership. It is said that a wise Scoutmaster's Troop will revolve round his patrol leaders and not according to the whims and fancies of the Scouter.

6. S.M. and scouts should wear uniform correctly stiching the required badges properly and in good turnout.

7. Troop meetings are to be conducted according to the planned programmes.

A systematic Group visit starts with a communication from the D.C. to the sponsor of the Group (Headmaster in case of the school group) by sending a group visit form and getting the information regarding the date and time of the Troop/Pack meeting. Remember that the D.C. is not an inspecting officer. He is visiting the Group to help the Unit in various ways.

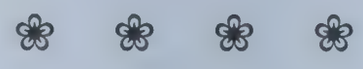
On arrival at the school, the D.C should first of all meet the Head of the school and after a short chat with him, he should visit the Group in action (say a Troop Meeting of 45 minutes). Observe the performance of the Scouter, Troop Leader, Patrol Leaders and Scouts. During the meeting the Commissioner should give a game or a song or yell or a short story. After the Troop meeting, the D.C may chat with Patrol Leaders about their patrol work, minutes book of the patrol-in-council and other patrol records, progress and problems, if any. Ensure that separate responsibilities such as treasurer, scribe, entertrainer, games leader, quarter master etc., have been given to each member of the patrol. Then the D.C may see the minutes of the C-O-H and other records

of the Group and eqiupments and discuss with the Scouter about the progress of the Group, service activities and problems, if any. He can give suggestions for further improvements. Wherever possible meet the Group Committee, assess and appreciate the efforts of the committee.

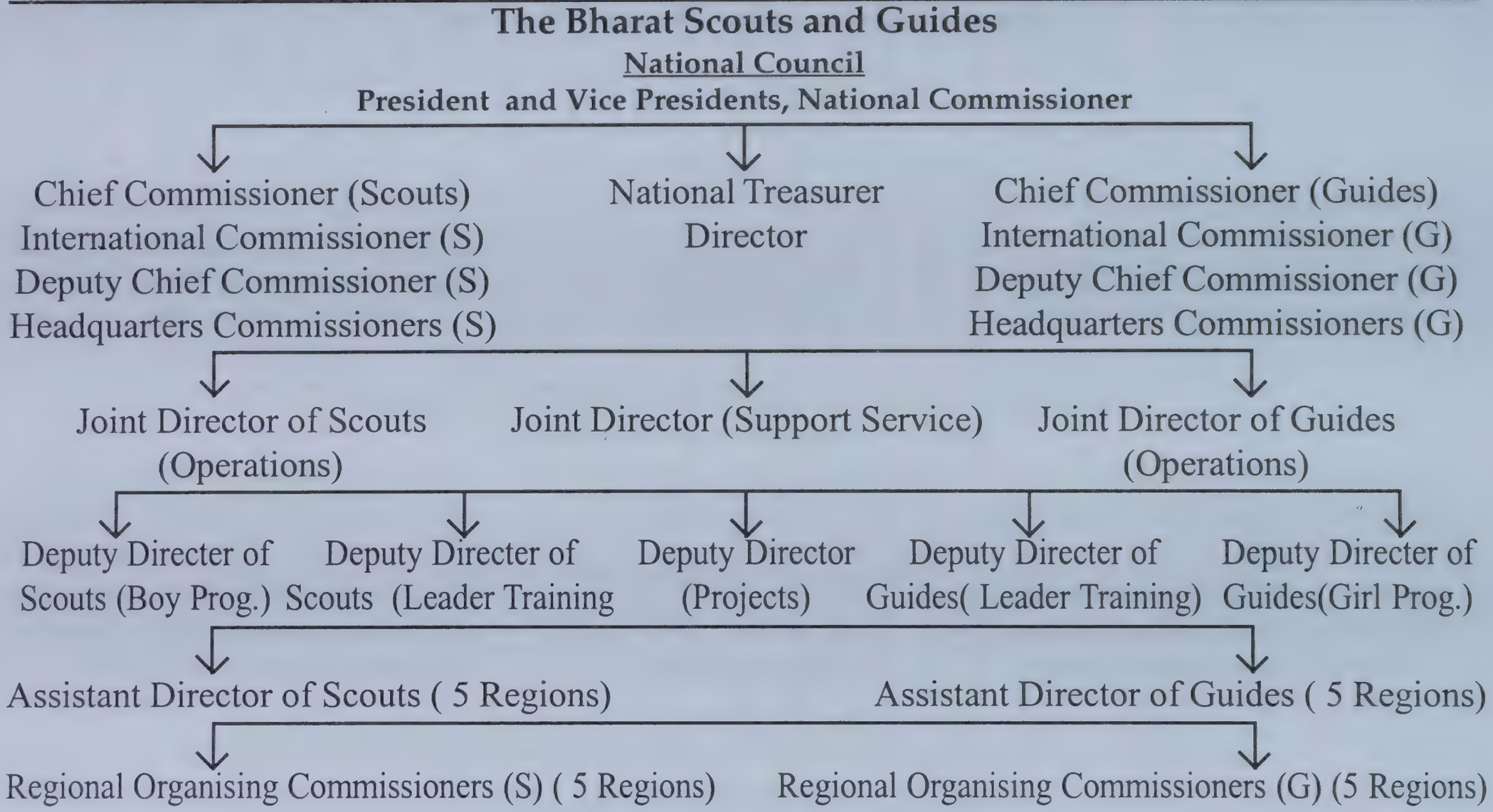
After knowing all the details and problems,if any,the D.C. may discuss the matters with the Head of the Institution. Get back the Group visit form, the first page of which is filled up by the Unit Leader about the details of Unit Leader and the Unit, fill up the page two of the form about the details of working of the Unit in brief (See appendix 3). As a result of this visit the Unit Leader should feel that an elder brother visited his group to support him and the bond of friendship has strengthened.

During the next visit the Commissioners can evaluate the progress and improvements and see whether the suggestions made during the previous visit are carried out.

A Commissioner can also make surprise visit, if there is a need.



24. Organisational Structure of the Bharat Scouts & Guides.


The Bharat Scouts and Guides
National Council
President and Vice Presidents, National Commissioner
Chief Commissioner (Scouts)
International Commissioner (S)
Deputy Chief Commissioner (S)
Headquarters Commissioners (S)
National Treasurer
Director
Chief Commissioner (Guides)
International Commissioner (G)
Deputy Chief Commissioner (G)
Headquarters Commissioners (G)
Joint Director of Scouts (Operations)
Joint Director (Support Service)
Joint Director of Guides (Operations)
Deputy Directer of Scouts (Boy Prog.)
Deputy Directer of Scouts (Leader Training
Deputy Director (Projects)
Deputy Directer of Guides(Leader Training)
Deputy Directer of Guides(Girl Prog.)
Assistant Director of Scouts (5 Regions)
Assistant Director of Guides (5 Regions)
Regional Organising Commissioners (S) (5 Regions)
Regional Organising Commissioners (G) (5 Regions)

The Bharat Scouts and Guides

National Council, President and Vice Presidents, National Commissioner

State Commissioner (Scouts) Assistant State Commissioners (S) Headquarters Commissioners (S)	State Treasurer	State Commissioner (Guides) Assistant State Commissioners (G) Headquarters Commissioners (G)
State Organising Commissioner (S) State Training Commissioner (S)	State Secretary Joint/ Asst. State Secretary	State Organising Commissioner (G) State Training Commissioner (G)

District Associations District Council

President and Vice Presidents, District Chief Commissioners

District Commissioner (Scouts) Assistant DistrictCommissioners (S) District Organising Commissioner (S) District Training Commissioner (S)	District Treasurer Disrict Secretary	District Commissioner (Guides) Assistant District Commissioners (G) District Organising Commissioner (G) District Training Commissioner (G)

Local Associations Local Council

President and Vice Presidents, Chairman of L.A. Executive Committee

Treasurer -- Local Secretary

Groups (Sponsored Groups and Open Groups)

Cub Pack / Bulbul Flocks C.M & A.C.Ms/F.L & A.F.Ls	Scout Troop / Guide Companies S.M & A.S.Ms/G.C. & A.C.Gs	Rover Crews / Ranger Teams R.S.L & A.R.S.Ls/R.L & A.R.Ls

25. The Scheme of Training for Adults

1. Training of Scouters/Guiders

There are five training needs of Adult Leaders viz., Understanding, Relationship skills, Planning skills, Scouting/ Guiding skills and Implementation skills; also sharing of experiences. The programmes and methods of training are different for the three Sections of Scout and Guide Wings. Four stages of the training of Scouters & Guiders are as shown below :-

1. Introductory Course for eight hours (for Scout wing only)
2. Basic Course for 7 days
3. Advanced Course for 7 days
4. Himalaya Wood Badge Course for 8 days (7 days for Guide wing).

Scouters can wear HWB scarf and woggle after completing the Advanced Course. H.W.B. Course has two stages. There is a theory course for which they have to answer a Training Study containing six questions (previously 15) relating to their Section (C/B, S/G, R/R). If the Reader is not satisfied with the answers, candidates should re-write the answers as directed . After the completion of the Training

Study and pre-course assignments (work in the Units) they can attend a pratical course for 8 days. After completing this course satisfactorily, on the basis of recommendation of the S.T.C and other state officials, a parchment and a necklace with two beads (to be worn around the neck) will be issued to Scouters from the National Training Centre, Pachmarhi.A Parchment, HWB Scarf and HWB Pin will be issued to Guiders when they complete HWB course.

Warrants will be issued on proper application recommended by the D.C (S)/(G) to run a Unit (C/B, S/G, R/R) only after completing the Basic Course of the appropriate Section. Scouters'/Guiders' training will be completed only on completion of the HWB Course OR in other words a Scouter can be considered as a full fledged scoutmaster only after completing the four tier training scheme mentioned above.

2. Traning of Commissioners.

As per Rule 86(4), The District Commissiner of Scouts and Guides shall undergo Commissioners' Training within a period of one year from the date of appoinment.There is a two tier system of training for Commissioners.

1. Basic course for Commissiones for five days.
2. Advanced course for Commissioners for five days.

After the completion of Advanced course an insignia consisting of a parchant and a rope slide to be worn on Scout/Guide Unifrom around the neck, will be issued from the National Training Centre, Pachmarhi on the recommendation of the state officials.

3. Training of Trainers

Wood Badge holders after assisting two Basic/

Advanced courses can undergo Trainers' Courses as per the Scheme shown below :-

1. Pre A.L.T. course for 5 days.
2. Assistant Leader Trainers' Course for 7 days.
3. Leader Trainers' Course for 7 days.

There are separate ALT and L.T. courses for each Section (C/B, S/G, R/R). An "Honourable charge" and a necklace having three beads (ALT pin for Guiders) will be issued to participants who have completed the ALT Course successfully, on the recommendation of the state officials. ALTs can attend L.T. course after a gap of one year after conducting two Scouters' Courses. To attend L.T course A.L.Ts should have experience of assisting a Wood Badge Course. Leader Trainers will get a necklace of four beads (LT pin for Guiders). A.L.Ts can conduct courses upto Advanced course.

26. Misellaneous

i) Warrants

Warrant is an authorisation issued by the State Chief Commissioner to hold an executive post in the State Association of Bharat Scouts & Guides.

Appoinment to every Executive Rank shall be made by a Warrant vide Rule 1 of chapter IV of A.P.R.O. part I. The names of the Executive Ranks, period of validity of Warrants, expiry, pluralities of warrant etc. are mentioned under rules 2 to 6 of chapter II of APRO part I. The details of procedure for issue of Warrants, renewal and withdrawal of warrants are available in Rules 9 to 11.

In the State, all Commissioners, Scouters & Guiders are Warrant holders. But Honarary ranks, non executive ranks like the Secratary, Joint Secretary, President, Vice Presidents, Treasurers, Training Counsellors, Instructors and Examiners are non warranted ranks.

ii) Decorations and Awards

The Decorations and Awards sanctioned and authorised by the National Association are as follows :-

1. Service Star.
2. Special Service Star.

3. Long Service Decoration (10/15/20 years + 5 years)

4. Thanks badge

5. Awards for Gallantry

   a) Letter of commendation
   b) Certificate
   c) Gilt Medal
   d) Bar to Gilt Medal
   e) Silver medal
   f) Bar to Silver Medal
   g) Bronze Medal

6. Awards for meritorious service

   a) Medal of Merit

   b) Bar to Medal of Merit

   c) Silver Star

   d) Bar to Silver Star

   e) Silver Elephant

The details of the above mentioned awards and their wearing in uniform etc. are mentioned in Rule 2 to 8 of chapter VI of A.P.R.O. part I.

The D.C. should take intiative to make recommendation to give awards to adult leaders sufficiently early in each year.

iii. Religious and Moral Policy of the Bharat Scouts & Guides

1) The Religious and the Moral Policy of the Scout and Guide Movement is based on reverence to God or Dharma as the case may be.

2) The Bharat Scouts and Guides Movement is non communal and non sectarian in character.

3) Each Scout and Guide is free to profess and practise his or her religion.

4) Each Scout and Guide is entitled to freedom of conscience.

5) Each Scout and Guide shall practise tolerence and respect the faith of the other Scouts and Guides.

6) Where a Group consists of members of one particular religion, the Group Leader may arrange if so desired, for such religious observance and provide for such religious instruction as are common to the members of the Group.

7) Where a Group consists of Scouts/Guides who profess different faiths, the Group Leader may encourage and provide facilities for the observation of the respective practices; but shall not hold any common religious service or practice.

8) In a camp or at any rally or in other function any form of daily prayer must be simple and non denominational and attendance must be voluntary (vide rule 5 of chapter II of APRO part I).

iv. Financial Policy

1) The Bharat Scouts & Guides Association is voluntary and non-official in character.

2) The income of the National Association shall consist of income from the properties of the Association, if any, Affiliation Fees and Individual Registration Fees,

subscription from the Members, donations and contributions from the public, special funds raised from time to time and grants from the Government, Central and State and contributions from local authorities and other sources.

3) The Income of the State Association shall consist of income from the properties of the State Association, if any, Registration Fees, Individual Registration Fees, subscriptions, donations, contributions, special funds raised from time to time, grants from the State Government and the National Association and contributions from district or local authorities and other sources.

4) The income of the District or Divisional Association as the case may be shall consist of income from the properties of the District or Divisional Association, if any, subscriptions, donations and contributions, special funds raised from time to time, Registration Fees, Renewal Fees, and Individual Registration Fees, and other sources, if any.

5) The Income of the Local Association shall consist of income from the properties of the Local Association, if any, subscriptions, donations and contributions, special funds raised from time to time, Registration Fees, Renewal Fees and Individual Registration Fees, and other sources, if any.

6) The Group income shall consist of income from properties, if any, subscription, donations and contributions, special funds raised from time to time and other sources, if any.

7) The State Association, the District or Divisional Association or the Local Association or the Group shall raise funds only within their respective areas.

8) It is the cardinal principle of the Scout and Guide Movement that a Scout or a Guide shall earn money but shall not solicit money. A Scout or a Guide shall not engage himself or herself or participate in street sales or collection except with the permission of the State Chief Commissioner and under the supervision of the concerned Local or District or Divisional Association (vide rule VII of chapter II of APRO part I).

v. Fund raising methods

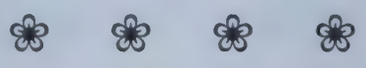
1. Earn money through Bob-a-job week (kari khamai).
2. Supply of note books especialy composition note books (made by Scouts & Guides) of all classes of the school(work during summer holidays).
3. Running a handicraft centre. Among other things paper bags also can be made.
4. Running an amenities centre during festivals and melas.
5. Sale of scout equipments.
6. Income from Building and Camping centre.
7. Grant from Government or Local Bodies.
8. Donations from well-wishers.
9. Help from the Former Scout Forum of the concerned Unit.

Note : Former Scout Forum of the Naduvannur HIgh school, Thamarassery district raised by themselves about

Rs.40000 and accounted in a Fixed Deposit and the interest from the F.D. is being given to the Unit each year.

Census and Individual Registration Fees

Every Year the Groups should send census (details of number of Scouts, badges of axial activities (General Proficiency badges), numbers of Scouters, etc.) in proper form along with I.R.F (Individual Registration Fee) of all members to the D.A. through L.A. The D.A. should consolidate the census and send to State Headquarters along with I.R.F. and Annual Report on or before the specified time as required by the State Headquarters.



27. Camps, Rallies and Revels

Camps and Hikes at Unit level

Camping occupise the foremost posittion in the Scout Training scheme. It is a good medium to create "life situation." Camping out-of-doors is a joyful expeience. Camp is a programme which is very much liked by the boys and in which they participate enthusiastically. Camp is a good mould for character-formation.

Each Unit should conduct atleast one annual camp every year.

No Cubmaster or Assistant Cubmaster shall conduct a Cub camp without prior permission of the District Commissioner. Before the issue of permission the D.C should see that the conditions mentioned in Rule 16 of chapter I of APRO part II are satisfied. Also ensure that the C.M has obtained written permission of parents and there are qualified assistaints one for each Six.

For Scouts, permit for camping is to be given by the D.O.C (Scouts), after geting the application in the proforma along with the name of campers. Written permission of parents are essential for Scouts. But permission for hiking/ trekking shoud be given by the D.C(S) vide Rule 16 of chapter II, APRO Part II

While visiting the camp, the D.C or DO.C(S) should see about the sanitation, cleanliness, open-air accommodation, food arrangements, uniform and planned programme.

For Hikes, Treks, Camp of Rovers, rules for 'Scout Section' shall apply.

Procedures to be followed for camping /trekking outside the District/State are mentioned in Rule 16 (9) and (10)of chapter II of APRO part II.

Rallies at Local/District Level

Conducting a District Rally once in a year or once in two years is a prestige question of an active District Association.

In some states annual Local Rally, District Rally and State Rally are being conducted in the ensuing years. Rallies are being organised to celebrate special days like Independence day, Republic day, Thinking day etc. Rallies at State level is also known as state Camporee or state Camporite and the Rallies at National and International level are known as Jamborees. Rally of Cubs/Bulbuls is known as Revels.

Rallies at various levels help the Organisation in the following ways:-

1. Activise the Units and thus the L.A/D.A will improve further in the standard of Scouting.
2. Helps to expand the brotherhood of Scouting and comradeship will improve.
3. An opportunity to project the standard of Scouting and achivements by each Unit.

4. An opportunity for fun, adventure and enjoyment for the youths.
5. Public will appreciate the potentials of Scouting and its usefulness for the society and the Organisation will get better public support.
6. Officials can evaluate the progress of Scouting in the region .
7. After evaluation, office bearers can take corrective measures in respect of weak Units.
8. It will satisfy the competetive spirit of the youths.
9. Helps a lot for the visibility of Scouting .
10. Helps the organisation for further expansion.

While visiting a camp by the District Commissioner or by other Executives the following points may be looked into:-

1. Uniform and smartness of Scouts/Guides.
2. Programme plan.
3. Assistants' capabilities.
4. Water and lighting arrangements.
5. Sanitary arrangements and cleanliness.
6. Food and hygiene of the kitchen.
7. Standard of camp craft.
8. Whether campers are happy and cheery ?
9. Security of the camping area/campers.
10. General cleanliness of the camp.
11. Finance

Organisation and conduct of a Rally While preparing for a Rally, please remember the very important catch word of the Organisation "REMEMBER THE BOY/GIRL". It is a show of the Boys, show by the Boys and show for the Boys. Also it shows the Organisational ability of the office bearers. But it is not a show of adults. Avoid too many speeches by V.I.Ps and other leaders.

First consideration is a good venue where sufficient space for open - air camping (not 'housing') and good water are available. Security of the area is essential. It is said that if you find a suitable person for suitable place, the leader has half done the job. Hence the D.C.C or DC should find comparatively better persons in charge of water, sanitation, food and for monitoring the programme. Don't avoid patrol cooking because it is a part of enjoyment of "romance in scouting". Lazy adults who did not get "caught in scouting" may not like it. Be a leader to take good decisions.

An organising committee with a General Convenor with following sub committees may be formed after taking decisions in the Executive Committee.

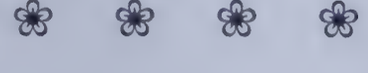
1. Accommodation : Lay out of the camp; providing space for tentage, office, guests, Registration, press, medical aid, sale of equipments, store, staff, food supply, invitation of VIPs and guests and their welfare, printing etc.
2. Physical Arrangements : a) water.
   b) sanitation and bathing place.
   c) Light and sound.

3. Programme	:	Inauguration, closing, adventure activities, exhibition, skill-o-rama, folk dance, pageantry, Patrol Leaders' meet, quiz on 'Scouting for Boys', competitions, displays, route march, camp fire etc. Also Wood Badge holders meet for an hour.
4. Food	:	Patrol cooking for contingents ; central kitchen for staff.
5. Health	:	First aid, Medical Aid, dustbins, cleanliness in the camp including latrines (sweepers and scavengers, lotion etc.) and bathing place, Emergency service.
6. Transport	:	Arrangements of buses, trucks etc. for transporting campers, luggages, rations and for sight seeing.
7. Safety and security	:	Help of police to avoid unnecessary interference from outsiders, precaution against theft, wild animals and reptiles, insurance relating to adventure activities etc.
8. Publicity	:	Press conference, gateway, posters, daily news through

		local media and television, daily news letter, mike announcement etc.
9. Service	:	Scouts & Guides should be useful to the society. According to the facilities and nature of the area arrange service activity atleast for three hours. Elicit co-operation of Local Self Government.
10. Finance	:	Find out resources as decided by the Executive Committee, collect it and manage effectively.
11. Certificate & Awards	:	Printing of certificates, purchase of awards, mementos, and arrangements for issue.

Evaluation : After taking the decision to conduct the Rally and formation of the Rally Committee the periodical evaluation is tobe done by the Committee till the previous day of the Rally. Every evening during the Rally i.e. before dinner, Programmes and effectiveness of conducting the Rally should be evaluated and discuss the preplanned programme for the next day.

After the Rally : With in a week or two the Rally Committee should meet and settle the accounts and place it before the Executive Committee.



28. Local Association and Group System

A Local Association may be formed by the State Association for any area consisting of not more than 100 Scout and Guide Units dividing the area of the District Association into convenient number of Local Associations covering the whole area of the District Association. Provided, however, wherever numbers of Scouts and Guides are more, a Local Association may be formed for every 15 to 20 Units (Rule 99)

On registration of Local Association through the District Association the State Association shall issue a charter as an authority for the working of the L.A.

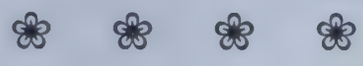
For the details of membership, Local council, Office bearers Local Executive Committee etc., refer chapter VI of the Rules Book. The Assistant District Commissioner who is the Chairman of the Local Executive committee is the Executive Head of the L.A. The D.O.C(S) & (G) and DTC(S) & (G) are also members of the Local Executive Committee. It may be seen that the Assistant District Commissioner is a member of the District Executive Committee and the electd representatives of the L.A. are members of the District council.

Even though the L.A. Secrataries are statutorily not the members of the District Executive Committee, it is very useful to invite them for the meetingof the District Executive Committee so as to avoid delay and communication gap in passing the information to all L.As and it will be helpful for smooth working of the D.A.

Group System

There shall be separate Group for Scouts as well as for Guides which shall be Sponsored or Open. Sponsored Group is attached to an Institutions recognised by the National Association or State Association and any other Group is an Open Group

In one Group there can be more than one Unit of Cubs or Scouts or Rovers; there can also be more than one Unit of different Sections of Cub/ Scout /Rover. Thus in addition to Unit Leaders of each Unit there shall be one Scouter viz., Group Leader who will be responsible for the whole Group. If an additional Scouter is not available, one of the Unit Leaders who is senior can work as Group Leader also.Group Leader will be the Chairman of the Group Council. When there is only one Unit (Pack or Troop or Crew) it is registered as a Group thus keeping provision for the addition of more Units. For the details of functions of Group Leader, Functions of Group Council and Group Committee, Finance etc., refer chapter VII of Rules book.



29. World Scouting & Guiding

The World Organisation of the Scout Movement was formed in1920 to assist its Member National Scout Organisations in serving, and educating young people all over the world, belonging to all Races, Colours, Creeds and Social conditions.

It is composed of three main bodies.

1. General Assembly - The World Scout Conference
2. An Executive Body - The World Scout Committee
3. A Secretariat - The World Scout Bureau (At Geneva, Switzerland)

At present Mr. Luke Panisod is the Secretary General of WOSM.

World Scout Conference - is the General Assembly of WOSM. It is the governing organ of the World Organisation and is composed of all members. It meets every three years. Members of World Organisation are National Scout Organisations which have been recognised by the World Scout Conference. Only one Organisation is recognised in each country. NSOs are represented at the World Scout Conference by a maximum of 6 delegates. Observers authorised by NSO can register and attend. The aim of the Conferencce is to promote the unity, integrity and

development of Scout Movement world wide. This is achieved through a Structure and content designed to :-

- Facilitate exchanges of ideas and information among members.
- Formulate the general policy.
- Consider reports and recommendations from World Scout Committee and from member Organisations.
- Conduct the formal business of the World Organisation--elections, applications for membership, registration fees, amendments to the constitution and By-Laws, etc.

World Scout Committee:- The World Scout Committee is the executive body of the WOSM. It is responsible for the implementation of the resolutions of the World Scout Conference and acting on its behalf between its meetings.

The Committee is composed of 14 members-- twelve, one each from different counries, are elected for 6 years term. The Secreatary General and the Treasurer of WOSM are ex-officio members of the Committee. The Chairmen of Regional Scout Committees participate in the World Scout Committee meetings in Consultative capacity. The Committee meets twice a year, usually in Geneva, Switzerland.

Its steering committee consisting of chairmen, two vice-chairman and the Secretary General meets as needed. The Committee has two main Sub-Committees for Finance and Support Group and Educational Methods Group.

World Scout Bureau : The World Scout Bureau is the Secretariat of the World Organisation. The Bureau is directed

by the Secretary General of WOSM. The Secretary General is appointed by the World Scout Committee and is the Chief Administrative Officer of the Organisation.

The World Scout Bureau Headquarters is situated at Geneva, Switzerland with its regional offices at :

Africa Region	:	Nairobi (Kenya), Dakar, Senegal and Capetown (South Africa)
Arab Region	:	Cairo (Egypt)
Asia Pacific Region	:	Manila (Phillippines)
Eurasia Region	:	Yalta-Gurzuf (Ukrine), Moscow (Russian Federaion).
European Region	:	Geneva (Switzarland), Brussels (Belgium)
Inter-American Region	:	Santiago (Chile)

Finance :- The Bureau operations are financed partly by an annual registraion fee from Scout organisations, based upon their membership. Other support comes from foundations, corporations, developmental agencies, and individuals. Support also comes from the World Scout Foundation which is building a capital (Endowment) fund. The contributions to this Foundation are invested permanently to produce regular income for the benefit of the World Organisation.

More Details on WOSM can be obtained from its website www. scout. org

WAGGGS

World Association of Girl Guides and Girl Scouts

World Association of Girl Guides and Girl Scouts is the International Organisation of Guide wing. Its Headquarters is at England.

World Association of Girl Guides and Gril Scouts is the International Umbrella Organisation for Guiding in the World, composed of national Member Organisations who have accepted the principles of membership and are working on the lines laid down by the founder, Lord Baden Powell.

The WAGGGS consist :-

- ❀ World Conference
- ❀ World Board
- ❀ World Bureau

The World Conference is the policy making body which meets once in 3 years. The World Conference is composed of 2 delegates each from every member country. Each National Organisation got one vote irrespective of the size of its membership. Visitors are allowed in the conference depending on the strength of the membership.

World Board is composed of 12 elected members, and elected on behalf of the World Conference between its meetings. The members are elected for a term of 6 years. The Chairperson of the board is elected by the members of the Board. 1/3 of the members retires in each conference. The world board meets at least once a year usually at Olave Center, London.

World Bureau :- The World Bureau in London is the headquters and Secretariat of the WAGGGS. It was set up in 1928. It carries out the policies and orders of the World Board and implements the policies in addition to information support to National Organisations.

All the operations of the World Guide Bureau is from its headquarters from London.

World Guide Centers : There are Four World Guide Centers :

1.	Pax Lodge	-	London
2.	Our Chabana	-	Mexico
3.	Our Chalet	-	Switzerland
4.	Sangam	-	Pune, India.

Each World Centre has its own sub-committee of members from all over the World. They review the progress and formulate the plans and proposals for its development. Various international events are orgainsed at these Centres:

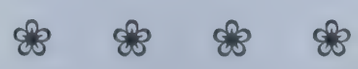
WAGGGS receives income from Quota i.e. the membership fee, Grants, Donations, Thinking day contribution, Endowment funds etc.

WAGGGS development fund was established in 1990 for support of General development and special projects.

More details on WAGGGS can be obtained from www.wagggsworld.org

The Bharat Scouts & Guides which is a joint Organisation of Scouts & Guides have affiliated to both the Organisations WOSM and WAGGGS. Only in very few countries Scouts & Guides are working under one flag.

The author of this book got the opportunity to visit A.P. Regional Headquarters at Manila and WAGGGS Headquarters at London.



30. Scouting and the Community

Relation of Scouting and the Community

Public should feel that Scouts and Guides are part and parcel of the community and their activities have a close link with the commu nity. They should realise through the activities of Scouting that Scouts and Guides are getting suitable training for good citizenship and they are not passive citizens but active good citizens.

I. "Scouting's role in the Community i.e. Member (Individual) Training (Aim of Scouting).

The object of Scouting is to educate the children in such a way as to improve their future efficiency as CITIZEN (a member of the Community). To achieve this object boys are trained :-

i) to set a high standard of honour and a sound way of life.

ii) to get the early awareness of God.

iii) to be loyal to the Country and to play the game towards those around them.

iv) to realise that they are citizens of the world as well as of their COMMUNITY &COUNTRY.

v) to show courtesy and consideration to others.

vi) to develop a healthy body and clean mind.

vii) to pursue hobbies and activities useful to themselves and to their fellowmen.

viii) to learn to be thrifty and self-supporting.

ix) to live cheerfully and act kindly.

RELATION WITH THE LOCAL COMMUNITY, LOCAL GOVERNMENT, LOCAL VOLUNTARY ORGANISATIONS, LOCAL YOUTH ORGANISATIONS.

II. Relation with other Social Provosions:

Scouting not a Social organisation with a single purpose. Not a rival association to any; hence co-operation with other Social Organisations essential.

i) Local Governments, Panchayats (Minor & Major) - Children

Children's Park (Play-Village Community(ies))

Municipality & Corporation - Cleaning Campaign

- Propagation and healthy & hygienic rules
- Assisting in forming queues at Bus stop and booking counters.
- Distribution of Ration Card.

ii) Voluntary Organisations

Red Cross & Blue Cross - to joining the Junior Branch

	- helping in their activities.
Rotary & Lions etc.	- Carrying out the projects financed by them eg. Eye Camp
Women's Organisations	- Helping in their welfare activities-collection of food stuffs and
Seva Samaj	distribution to those affected in Famine, Flood, etc.
Ramakrishna Mission Monday Club etc	Collection of clothes - and distribution etc.

ROLE OF SCOUTING IN THE COMMUNITY

The achievement of the Aim - A Constructive place in Society - The extension of Scouting eg. Among the Handicapped to the deprived and in areas where no or few Young People are yet involved in Scouting.

Community Service, Community Involvement and community Development.

IN THE MANAGEMENT OF COMMUNITY DEVELOPMENT PROJECTS two essential Elements :

1. Active participation of the people themselves. To improve their level of living with as much reliance as possible on their own initiative.
2. The provision of technical and other Services in ways to encourage fuller involvements, initiative, self help and mutual co-operation.

AN OLD CHINESE PROVERB "give a man a fish and he will be fed for the Day."

Teach him how to fish, he will have enouugh to eat for the rest of his life"

We as a Movement have to act as Catalytic Agents in the process.

III. Responsibility of the Community to Scouting-

However large and important, Scouting is an Organisation, it is the interested Citizens of the Country who support and administer its programmes of youth.

Scouting depends on the fact that in every Community there are interested citizens and organisations that like to be with boys and work with them and are convinced that something can and must be done for the young people by them.

Numerous ways are there in which the members of the Community can lend a hand to Scouting :

- Starting and running open Cub Packs
- Acting as Instructors, Badge Examiners
- Members in Group, District Committees
- Members in Pack Holidays, Camps, Revels etc.
- In the raising of much needed fund etc. etc. etc.

Parents' (Member of the Community) Responsibility

- to enroll his/her son in the Pack, Troop etc.
- to help in carrying out his obligations in his Pack, Troop etc.

31. Public Relations and Publicity

Good public relation is one of the important element for the growth of the Scout/Guide Organisation. Without public support no organisation can go forward. When the Scouts/Guides and adult leaders in Scout/Guide Uniform appear in public, they are Ambassorders of scouting. By smart appearence and good behaviour and also by doing service to the community we have to build a good image about the Organisation; thus prove that Scouting/Guiding is an useful Organisation to produce Happy, Healthy and Helpful citizens. Mr.S.Ralph Cohen, Director, Public Relations for SAS, New York said that "Nothing is more basic to any human activity than Public Relation. It is as basic to the enterprise or organisation as breathing is to the human constitution"

What is Public Relation ?

It is the way an individual organisation deals with other people (the Public).

It is doing a job well and letting others know about it :

In other words : Good programmes, Good Reporting-quick communication.

Good Public Relations builds proper image of the Movement. Good Public Relations indispensable for getting public support, in the matter of -

LEADERSHIP- FINANCE - GOOD WILL- RECOGNITION - MEMBERSHIP EXPANSION -

Two types of publics :

i. Within the Movement :

- Membership of the Movement
- Parents

- Professional Staff

ii. External :

- Government & other Official bodies
- Business world
- Civic Organisations
- General Public.

Publicity Tools

Mass Media viz., Radio, Television, Press
Press Conference
Press releases
Photo exhibitions
Displays
Pamphlets, Brochures, Handouts

PERSONAL CONTACT ALWAYS BETTER THAN WRITTEN WORD

KEEP SCOUTING/GUIDING FRONT -

Essential to have somebody/committee responsible for P.R. at the National, State and District levels.

Once the germ of woodcraft has entered into the mind of a boy, observation, memory and deduction develop automatically and become part of his character. They remain whatever other pursuits he may afterwards take up.

As the wonders of natures are unfold to the young mind, so too its beauties can be pointed out and gradually become recognised. When appreciation of beauty is once given a place in the mind, it grows automatically in the same way as observation and brings joy in the greyest of surroundings.

- B.P.

32. Records of District Association

1. Register of Groups
2. Stock Register
3. Minutes Books (Committiees and Council)
4. Cash Book
5. Sales Register
6. Badge Registers (S/ G wings).
7. Register of Top Awardees (Cub/Bulbul, S/G, R/R)
8. Training Register (Adults-S/G wings)
9. Programme Register or Log book
10. Library Register
11. List of Instructors/Examiners
12. Register of Camping Centre.
13. Visitors' Book.
14. Map of L.A. Area and situation of Groups.

PRAYER

Daya Kar daan Bhakti ka
Hamain Paramatma Dena
Daya Karna Hamari Atma Main
Shudhata Dena.

Hamare Dhyan main Aavo
Prabhu Ankho main Bas Jao
Andhere Dil main aakar ke
Param Jyoti Jaga dena

Bahado Prem Ki Ganga
Dilo main Prem Ka Sagar
Hamain Aapas main miljul Kar
Prabhu Rahena Sikha dena

Hamara Karma Ho Seva
Hamara Dharma Ho Seva
Sada Eeman Ho Seva
Va Sevak Char Bana dena.

Vatan Ke Vaste Jeena
Vatan Ke Vaste Marna
Vatan Par Jaan Fida Karna
Prabhu ham Ko Sikha Dena.

Daya Kar daan Bhakti ka
Hamain Paramatma Dena
Daya Karna Hamari Atma Main
Shudhata Dena.

FLAG SONG

Bharat Scout Guide Jhanda
Ooncha Sada Rahega
Ooncha Sada Rahega Jhanda
Ooncha Sada Rahega
Neela Rang Gagan Sa Vistrut
Bhratru Bhav Phailata
Tridal Kamal Nit Teen Pratigya
Onki Yaad Dilata
Aur Chakra Kahata Hai Paratipal
Aage Kadam Badega
Ooncha Sada Rahega Jhanda
Ooncha Sada Rahega
Bharat Scout Guide Jhanda
Oonch Sada Rahega

NATIONAL ANTHEM

Jana- gana- mana- adhinayaka jaya he
Bharata- bhagya-vidhata
Panjaba -Sindhu -Gujarata- Maratha-
Dravida -Utkala -Banga
Vindhiya- Himachala -Yamuna -Ganga-
Uchchala -Jaladhi -taranga
Tave Subha name jage,
Tave Subha ashisha mage,
Gahe tava jaya -gatha
Jana - gana - mangala - dayaka jayahe
Bharata - bhagya - vidhata
Jaya he, jaya he, jaya he,
Jaya jaya jaya, jaya he!

Appendix - 1

Duty to God

"Duty to God the first of the three principles of the Scout Movement is defined as "*adherence to spiritual principles, loyalty to the religion that expresses them and acceptance of the duties resulting therefrom"*. It should be noted that, by contrast to the title, the body of the text does not use the word "God",in order to make it clear that the clause also covers religions which are non-monotheistic, such as Hinduism, or those which do not recognize a personal God, such as Buddhism

When asked where religion came into Scouting and Guiding, Baden-Powell replied *"It does not come in at all. It is already there.It is a fundamental factor underlying Scouting and Guiding*". A careful analysis of the Founder's writings shows that the concept of a force above man is basic to Scouting. The whole educattional approach of the Movement consists in helping young people to transcend the material world and go in search of the spiritual values of life."credit : WOSM

Appendix - 2

CEREMONY OF ENROLMENT

A Horse shoe is formed of other Scoutmasters and members of the Local Association present round a Camp fire.

The Commissioner takes his place in the centre with the candidate facing him with his hand on the Scout Flag.

Commissioner : Let us, while we are alive, do what is worth while. You have read in 'Scouting for Boys' the aims and possibilities of Scoutng. Do you believe that Scouting is worth while?

Commr, : Are your personal hobbies worth while ? If not, will you adopt them or make a place among them for helping the rising generation through Scouting?

Can : I will.

The Ipise Cmmr. : Ipise (pronounced Eepeesy: Meaning whither) (Ipise gives the initial letters of the following questions)

Commr. I. **Ideals** : Do you understand the ideals for which the Movement aims ?

Can. : Yes, it aims at the buiding up of Happy, Healthy and useful Citizens.

Commr. P : **Possibilities**. Do you see the wider possibilities that lie before the Movement, beyond the individual training of the boy, towards helping peace and goodwill in the world ?

Can. : Yes, it removes differences and brings about goodwill and co-operation between all sections of the society, in place of the jealousies and hostilities, political, religious, industrial or military.

Commr. I : **Interest**. Do you realise the distinction between education and instruction in the Scout method of training ?

Can. : Yes, our aim to get the boy to develop his own character and ability through his individual interest from within, and not to try and teach him through collective instructions from without.

Commr. S. : **Service**. What are the fundamental principles of :

1. The Constitution.

2. The Methods of Training which are especially emphasised in Scouting?

Can. : It is 1. Brotherhood

2. In Woodcraft and Service.

Commr. E. Example. Are you prepared to teach your boys by your own personal example, that is, as far as you can, to live the Scout Law yourself ?

Can. : I am, and by the help of God Iwill do so.

Commr. : Are you willing to take the Scout Promise?

Can : Yes, I am.

Commr. : Will you then **repeat the Scout Promise after me?**

Savdhan, Scout Sign (All do the same) On my honour.....Law.

The Commissioner shakes hands with the candidates, left handed and says, "**I welcome you as a Scouter and I trust on your Honour to do your best to carry out these ideas in practice**. Here is your Warrant and the Badge (Membership badge and World Scout Badge) and wish you every success".

The candidate salutes the Commissioner, turns and salutes those present, they return the salute and shake hands with him. The Scouter then goes to his place.

Appendix -3

GROUP VISIT FORM

1. Name of the Group :
2. Reg. No. Date:
3. Place :
4. Date of starting the Group :
5. Name and address of the Sponosoring authority :
6. No. of Group Committee meettings held in the Year :
7. Section in the Group :
8. Names and other particulars of the Scouters :
9. No. of Pack / Troop / Crew Meettings held in the year :
10. Names of Patrol Leaders and Seconds :

11. No. of C.O.H. Meettings held in the year :

12. Particulars of Scouts :

13. Group Funds--latest position :

14. Participation in Events, Camps, Hikes, Rallies, Jamborees etc.

15. Other matters, if any. :

Signature of the Scoutmaster.

Page 2

(TO BE FILLED IN BY THE VISITING COMMISSIONER / ORGANISER)

1. Is the Regn. renewed?
2. Who can be deputed for further training Courses?
3. How are the records maintained ? (Group & Patrol) :
4. Is there a Club Room ?
   How is it maintained :
5. Is there adequate Equipments ?
   How is it stored and used ?
6. Is the Six/Patrol System followed ?
7. Is the Training progressive ?
8. How many Scouts were present at the time of visit ?
9. Condition of their Uniform and smartness.
10. Suggetions of the visiting Commissioner.

Place :

Date : Signature

Copy communicated to :

1. District Commissioner
2. State Organising Commissioner.

Appendix - 4

District Council (Rule 79)

The District Council shall consist of :

(1) The President;

(2) One or more, but not more than six Vice Presidents; if there be more than four Vice Presidents at least two of them shall be women;

Provided, however, if there are more than one Vice Presidents atleast one of them shall be a woman.

(3) District Chief Commissioner;

(4) Assistant State Commissioner in the District or Division;

(5) District Commissioner of Scouts;

(6) District Commissioner of Guides;

(7) District Treasurer;

(8) District Secretary;

(9) Joint District Secretary;

(10) Leader Trainers of Scouts residing in the District;

(11) Leader Trainers of Guides residing in the District;

(12) Assistant Leader Trainers of Scouts residing in the District;

(13) Assistant Leader Trainers of Guides residing in the District;

(14) All Assistant District Commissioners of Scouts and Guides;

(15) Headquarters Commissioners;

(16) District Organising Commissioner of Scouts;

(17) District Organising Commissioner of Guides;

(18) District Training Commissioner of Scouts;

(19) District Training Commissioner of Guides

(20) There representatives of Training Counsellors of Scout Wing;

(21) There representatives of Training Counsellors of Guiding Wing;

(22) Assistant State Organising Commissioner of Scouts and Guides of the Division; or incharge of the District;

(23) Divisional Organising Commissioner of the concerned Division;

(24) Elected representatives of the Local Associations/ Life Members/ Ordinary Members and representatives of the Institutional Members of the D.A as per Rule 79 (24 to 27)

(25) The B.S & G Fellows and National Awardees of the B.S & G residing in the territorial juridiction of the D.A.

The District Executive Committee (Rule 94)

(1a) The District Executive Committee shall consist of :-

(i) The Disrict Chief Commissioner;

(ii) The Assistant State Commissioner in the District;

(iii) The District Commissioner of Scouts;

(iv) The District Commissioner of Guides;

(v) The District Treasurer;

(vi) The District Secretary;

(vii) The Joint and Assistant District Secretaries;

(viii) The Leader Trainers and Assistant Leader Trainers of Scout and Guide Wings residing in the District;

(ix) The Assistant State Organising Commissioners of Scouts & Guides of the concerned Division;

(x) The Divisional Organising Commissioner of the concerned Division;

(xi) The District Organising Commissioner of Scouts;

(xii) The District Organising Commissioner of Guides;

(xiii) The District Training Commissioner of Souts;

(xiv) The District Training Commissioner of Guides;

(xv) The Asstt.Distt. Commissioner of Scouts;

(xvi) The Asstt.Distt. Commissioner of Guides;

(xvii) The District Headquarters Commissioners (Scouts);

(xviii) The District Headquarters Commissioners (Guides);

(xix) One member elected by the Ordinary Members of the District Council from among themselves;

(xx) One member elected by the Life Members of the District Council from among themselves;

(xxi) Two Scouters of the District elected by and from among themselves;

(xxii) Two Guiders of the District elected by and from among them selves.

(xxiii) Four members, non Scouters and non-Guiders, two of whom shall be women, coopted by the District Executiev Committee.

Appendix - 5

World Adult Resources Policy

World Training Policy

"World Programme Policy has two main areas that pertains to the whole world.

According to the latest thinking, Leader Training is not to be limitted only to training adults in Scouting but should be very broadly viewed treating all Adults as a valuable resources to the Movement.

So on the recommendation of the World Training Committee, the World Scout Conference in its meeting held at Bangkok **approved a World Adult Resources Policy (W.A.R.P).**

This policy encourages member Scout Organisations to pay greater attention towards Adults and work out strategies right from Acquisition, Assessment of needs, Recruitmet, Mutual agreement, Appoinment, Integration, Training, Recoginition and to the stage of Reappoinment or Retirement.

If at all levels we follow the contents of the policy, we feel that the Bharat Scouts & Guides will be the greatest benefactor".

- **The World Adult resources policy** was adopted by the World Scout Conference held at Bangkok, the policy encourages all national Scout Organisations to adopt the **principles of "Adults in Scouting"** for overall management of Adult Resources.

The Resolution 4/93

- The Conference
  - having recognised the need for an overall policy for adults at all levels and in all functions in Scouting.
  - having adopted the principles of "Adults in Scouting" as applying to all adult resources in the Scout Movement.
- Welcomes the work done by the World Scout Committee on the development of policy in implementation of Resolution 5/09.
- adopts the World Adult Resources Policy statement as representing WOSM's policy on the acquisition, training and personal development, and management of adult resources within the Scout Movement.
- resolves that the policies and procedures on Adult Leader Training as established by previous resolutions are not modified by the adoption of the provisions of the World Adult Resources Policy.
- Requests the world Committee to take the necessary steps to ensure the full implementation of the provisions of the World Adult Resources Policy.
- invities National Scout Organisations to implement the provisions of the World Adult Resources Policy.

In order to realise the concept of the WARP first of all understand the concept of the Policy of 'Adults in Scouting' concept adopted by the World Scout conference:

Resoultion No 5/90 Adults in Scouting

The Conference

- recognizing the need for an overall policy for adults supporting young prople in the Scout Movement, and as an integral part of the Strategy for Scouting.
- adopts the principles of Adults in Scoutig stated in Conference Document No.7 relating to the management of adult human resources.
- requests National Scout Organizations to consider how the principles of Adults in Scouting could be reflected in policies and procedures at their own level
- invites the Regional Conferences to include the subject of Adults in Scouting on their agendas and to report regularly thereon to the World Committee.
- requests the World Committee to take the necessary steps to enable the practical implementation of these principles at all levels and report back on progress at the next Conference.
- invites National Scout Organization to contribute to the taskof the World Committee by volunteering to field-test specific elements of the principles of Adults in Scouting.

Adults in Scouting aims at developing the ways and means by which the quality of leadership at all levels in the Scout Movement can be improved through the better

management of all adult resources, resulting in the provision of better services to young people.

Adults in Scouting is the process of attracting and developing adults to provide competent leadership, professional and volunteer, for all positions, at all levels, in the Scouting Movement. As a concept it is more comprehensive than that of training.It includes a sequence of operations ranging from the recruitment to the retirement of adults. Training is seen as only one step in the process.

Adults in Scouting accommodates the needs of individual adults while achieving the Association's goals. It emphasizes the provision of opportunities for personal growth and development as one of the rewards for contributing to the achievement of those goals.

Adults in Scouting recognizes adults for their demonstrated competence and performance, rather than for their attendance at training opportunities or for their position.

Above all, **Adults in Scouting** recognises that an individual is appointed "to do" a specific task for a specific time, rather than "to be" the holder of a position. This approach changes the way in which he or she is regarded and-consequently "managed".

Flexibility is an essential feature of Adults in Scouting. While the concept is constant, its process can and should be applied in such a way that:

- ❀ it is adjusted to different local conditions ;
- ❀ it is adjusted to the different needs and style of individuals;

- ❀ the co-extistence of simpler and more complex approaches is possible and acceptable;
- ❀ it is simple, understandable and non-bureaucratic;
- ❀ its application is constantly reviewed and continually improved;
- ❀ it uses a variety of methods, formal and informal;
- ❀ adult education opportunities within and outside Scouting are incorporated as a part of the process.

WARP

1. INTRODUCTION

Adults in Scouting provides the requirements and guidelines approved by the World Scout Conference for the acquisition, training and personal development, and management of the adult resources necessary for accomplishing the mission of the Movement. These guidelines and requirements constitute the World Adult Resources Policy which sets out the respective responsibilities of National Scout Association and the various regional and world bodies of WOSM. The World Adult Resources Policy thus provides for:-

2. ACQUISITION OF ADULT RESOURCES

In order to fulfil its mission, each National Scout Association should have the adult leadership it needs to develop and function effectively. To build these resources and maintain them at an optimum level in terms of quality, the association must have a clear view of its needs and undertake deliberate recruitment activities.

Recognizing the mission of the Movement as dedicated to the development of young people, the adult leadership should include young adults in positions of responsibility.

2.1 Assessment of Needs

Each Assosiation should establish its own complete list of functions to be filled. This list will then be compared to the actual leadership situation (vacancies, transfers, departures) and probable medium-term evolution (growth of the Association) to assess the short and medium term adult requirements.

2.2 Recruitment

National Associations are strongly encouraged to adopt a proactive attitude and undertake systematic adult recruitment. This recruitment will take place in accordance with specific functions, based on job descriptions that clearly define the tasks to be done.

2.3 Mutual Agreement

The World Adult Resources Policy establishes the principles of negotitation and conclusion of a clear agreement concerning the time limits and reciprocal obligations of the Association and the person concerned.

2.4 Appoinment

Each National Association is entriely responsible for appointing and nominating its adult leaders to all positions in accordance with the following general principles:-

- Only responsible officials within an Association are authorized to appoint an adult for any function within the Association;

- ❀ Every appoinment is made on the basis of a reciprocal commitment between the Association and the person recruited.
- ❀ Every appoinment is made for a specified duration.
- ❀ Any conditions for and restrictions on the renewal of a given function should be stipulated

3. TRAINING AND PERSONAL DEVELOPMENT

Each National Association is responsible for designing and operating a system for the training and development of adult leaders in all functions and at all levels.

This system:

- ❀ includes the integration of the new leader, basic training, further and on-going training and support for the entire duration of the term of office;
- ❀ includes not only the acquisition and development of the knowledge and skills necessary for accomplishing each function, but also the personal development of adult leaders;
- ❀ is flexible and allows for previous experience and skills to be taken into consideration;
- ❀ allows for the acquisition of additional skills and knowledge to facilitate the transfer from one function to another.

3.1 Integration of New Adult

The World Adult Resources Policy reqires a systematic integration period,during which adults will understand the responsibilities of their function and the need for training in

it. This implise that they are also trained in the techniques essential for its implimentation.

3.2 Training

The purpose of the training offered to adults is to provide them with the means to make a significant contribution to the accomplishment of the Mission of the Movement. It should be adapted to each function and to each individual on the basis of a detailed analysis of that individual's training needs and previous experience. It should be considered as a continuous process.

3.3 Training System

Each National Scout Assosiation will develop a training system for all adult functions. This will include all the competencies required for these functions together with the personal development of these adults.

This system will be flexible and ensure easy access to training opportunities in terms of their frequency, proximity and conditions for registration. This may require the decentralization of training and will need the participation of many more people, including young adults, in sharing their competencies with others.

Those responsible for coordinating training at all levels in the Association will identyfy training teams, organize the provision of training, and develop and manage the training resources required.

At national level an individual or team will be appointed to co-ordinate the overall operation of the training system. At other levels individuals or teams will also be appointed. In sepecialized areas, training may be provided

through outside agencies with an accreditation from the National Scout Association.

3.4 Support

Each adult must receive direct support, technical, educational, material, moral or personal, whenever required.

3.5 Recognition of Qualification

The recognition of qualifications of an individual is exclusively the responsibility of the National Scout Association. Certificates of qualification for a job or function will be issued on the basis of demonstrated and currently used competence and have a set validity period with a date of expriy. This could also be recorded in a personal log-book.

Where Associations wish to use them, Wood Badge insignia will be issued for the same duration as the certificate of qualification.

Certificates may be renewed on the basis of demonstrated and update competence and for the same limited period of time.

Certificates of attendance on courses or other training activities may be issued or attendance may be recorded in the log-book.

4. THE MANAGEMENT OF ADULT RESOURCES.

In order to permit mobility of people across functions, the World Adult Resources Policy advocates the establishment of networks designed to augment and,if appropriate, replace the hierarchical and linear systems, which operate in most Associations.

4.1 Task appraisal is a regular element in the management of the Association's activities.

It provides an opportunity to assess the extent to which objectives are being met and whether adjustments are required.

4.2 **Reappointment Appraisal** is a regular element in an adult's life cycle. This achivement-based and looks towards the future to find an option which best corresponds with the wishes and interests of the adult leader and the Association as a whole. It results in choice between three options: renewal of the mutual agreement, reassignment to another task for a new term of office, or retirement of the leader concerned.

5. STRUCTURES

At all levels of the World Organization of the Scout Movement national, regional and world--the management of adult resources requires the establishment of specific structres covering three dimensions--acquisition of resources, training and personal development and management -- allowing a global and co-ordinated approach.

In accordance with the mission of the Movement, it is important that these structures should include young adults.

National Level

It is up to each National Scout Association to define the most appropriate structure for adult resources management, taking into account its particular situation, needs and available resources. This structure should co-ordinate the acquisition , training and personal development and management of adults resources and report to the

Association's overall management. It shoud have a formal link to those responsibile for the development of delivery of Youth Programme.

This could be achieved through the creation of a National Adult Resources Commitee reporting to the National Executive Committe, or its equivalent.

The National Adult Resources Committee should also be linked to a network covering the whole of the Association's territory and composed of those involved in the adult resources management process. Those co-ordinating training activities should belong to the network, together with those having recruitment and resource management functions.

The Bharat Scouts and Guides have adopted the policy, and provided Rules for the constitution of Adult Resources Management Committees at National, State, District and Local levels so as to monitor the implimentation of the Adult Resources Policy at their respective levels. its equivalent.

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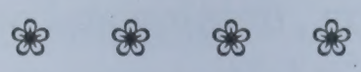

Last Message of Olave Lady Baden Powell

Dear Guides, Scouts, Cubs and Brownies and all their leaders and friends,

I shall have left this world when you receive this message, which I leave to express my thanks for all the kindness and the affection shown to me, and to say how greatly I have rejoiced over the way in which you have carried out your share in the work of the Movement that my beloved husband invented, for the advancement of boys and girls of all countries years ago.

I have firm belief in Almighty God and in the life in the world to come, when he and I will be reunited, and together we shall watch over you who have been enrolled as members of this world family, and go on caring for your progress and your well being.

I trust that you will continue fully to use the system of work and play that our Movement provides, keeping up the fun and the friendships made at your meetings and in camps, abiding by the Promise and upholding the Laws that you undertook to live by when you joined up.

In that way you will not only advance yourself in body, mind and spirit, but you will affect those around you, in doing what is honourable and right and wise, and in giving out kindness of thought and action, thus striving against all ills and helping to make the world a happier and a better place in which to live.

I trust you will be successful in all your tasks, and may God be with you all in the coming years.

Your Friend

Olave Baden-Powell

See the Website:

www.scout.org

www.scouting.org.za

www.scoutbase.org.uk

www.vicescouts.asn.an

www.bsgindia.org

This is what they said....

I pray that every home in India may have children like Scouts & Guides.

- MAHATMA GANDHI

I think the Scouts/Guides are excellent material and the more they expand, the better for the Country.

- JAWAHARLAL NEHRU

Wake up! Get Busy! You have only one life-day to Live, So make the best of every minute of it.

- BADEN POWELL

If I had a dozen Sons and Daughters I would send everyone of them to Scouting & Guiding.

- DR. ANNIE BESANT

The Greatest Contribution to Education in the 20th Century was made not by an Educationist, but by a Soldier who founded the Scout Movement.

- GEORGE BERNARD SHAW

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